

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
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	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
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	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
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R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility
Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
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R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility
Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility
Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008
	2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability
Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs
OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM

	2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008	R 4	Office of Environmental Accountability		2008
	2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administrator, Office of External Affairs		2008
	2008	OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008
Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008

R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility		2008	R 4
R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4
OARM	OHR		2008	OARM	OHR		2008	OARM	OHR		2008	OARM
OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM

Office of Environm ental Accounta bility		2008	R 4	Office of Environm ental Accounta bility	
Division: Office of the Regional Administr ator, Office of External Affairs		2008	R 4	Division: Office of the Regional Administr ator, Office of External Affairs	
OHR		2008	OARM	OHR	
OSWER was renamed OLEM	Title Change	2008	OSWER, OLEM	OSWER was renamed OLEM	Title Change

OARM/ORD VERA/VSIP Business Case for Staff Duty Stationed in Las Vegas, NV

Justification

The U.S. Environmental Protection Agency is consolidating some functions and services into government-owned space. The agency currently leases space in Las Vegas, Nevada (on and near the University of Nevada, Las Vegas) that houses the following offices and staff:

- *Office of Administration and Resources Management*
Las Vegas HR Shared Service Center
- *Office of Research and Development*
National Exposure Research Laboratory
Office of Administrative and Research Support
Office of Scientific Information Management
National Homeland Security Research Center

As a result of the space consolidation efforts, the agency will vacate leased space on or near UNLV by September 30, 2018. All impacted personnel at the Las Vegas locations identified above will receive management-directed reassignments to EPA-owned space in locations outside the local commuting area (i.e., geographic relocation). OARM's organizational structure will change as a result of the Las Vegas SSC's closure and some of the impacted personnel will perform different functions at their new duty stations. The Las Vegas site closure will not impact ORD's organizational structure and all impacted personnel will continue performing their current functions at their new duty stations.

All OARM staff in Las Vegas will be reassigned to HR offices in the following locations: Cincinnati, Ohio; Research Triangle Park, North Carolina; and EPA Headquarters, Office of Human Resources, Washington DC.

All ORD staff in Las Vegas will be reassigned to:

1. Laboratories in Cincinnati, Ohio; Athens, Georgia; or Research Triangle Park, North Carolina; or
2. Other ORD locations.

The EPA is requesting Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments authority to provide voluntary attrition options to: 1) minimize the impact on employees who may not want to relocate; and 2) potentially reduce costs to the agency (i.e., the agency doesn't have to pay relocation allowances). This consolidation effort is part of EPA's overall efforts to reduce the footprint of federal facilities as specified in the Federal Assets Sale and Transfer Act of 2016. The agency requests the use of VERA and VSIP authorities until August 31, 2018. Please see attachments for targeted positions and organization charts.

Additional Information for VERA/VSIP

1. Total number of permanent employees in the covered component(s).

OARM: 17

ORD: 32

Total = 49

2. Total number of permanent employees in the covered component(s) that are expected to be involuntarily separated or reassigned as a result of the situation described in the business case.

OARM: 17

ORD: 32

Total = 49

3. Total number of employees in the covered component(s) who are eligible for voluntary early retirement.

OARM: 5

ORD: 6

Total = 11

4. Estimate of the number of employees in the covered component(s) who are expected to take voluntary early retirement.

OARM: 5

ORD: 3

Total = 8

5. Identify the maximum number of VSIPs to be paid.

OARM: 17

ORD: 32

Total = 49

Costs

Direct Costs

Table A – Estimated Direct Costs for VERA/VSIP for Maximum Number of Offers that Would be Accepted

		Assumptions	FY 2018 Costs
A.	Number of Targeted Positions	49	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances)	49	
C.	Maximum number of offers for VSIP x \$25,000		\$1,225,000
D.	Annual Leave Pay Out for Maximum number of offers for VERA, Optional Retirement or Resignation (Estimate as of 3/3/18)		\$504,827
E.	Total Maximum Direct Costs (C + D)		\$1,729,827

Savings/Costs

Table B – Estimated Net Payroll Savings for Maximum Number of Offers that Would be Accepted

		Assumptions	FY 2018 Estimate	FY 2019 Estimate
	Payroll savings for separated employees			
A	Number of Targeted Positions (from Table A)	49		
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances) (from Table A)	49		
C.	Payroll Savings for maximum # of offers to be accepted (assumes 49 positions vacant for 3 months in FY18 x salary including 25% benefits)		\$1,681,969	Assumes all costs and all savings will occur in FY 2018
D.	Estimated Direct Costs for VSIP and Annual Leave Payout		\$1,729,827	
E.	Estimated Net Cost/Savings in FY 2018 (C - D)		-\$47,858	

Cost comparison of all employees accepting V/V versus all Relocating

	Net costs of VERA/VSIP if all 49 employees accept V/V		\$47,858	
	Costs if all 49 employees relocated instead of accepting the V/V— assumes an average of \$140,000 per move		\$6,860,000	
	Savings if all 49 employees accepted V/V instead of relocating		\$6,812,142	



REORGANIZATION DECISION MEMORANDUM

NOTE: Signing of this memorandum prior to stakeholder reviews does not confirm that the AA/RA agree to any comments received pending final stakeholder comments.

MEMORANDUM

DATE:

SUBJECT: Office of Human Resources
REORGANIZATION DECISION MEMORANDUM

FROM: Wesley J. Carpenter, Acting Director.
Office of Human Resources

TO: Donna J. Vizian
Principal Deputy Assistant Administrator, OARM

NEED

The reorganization will focus OARM resources on core mission areas, business functions and critical Human Resources program priorities supporting the EPA mission. It will optimize OHR's existing resources and provide efficiencies by consolidating executive resources transactional work at the RTP HR Shared Service Center. The reorganization will strengthen OARM's ability to provide critical mission support services to the agency, efficiently utilize resources and align staff skills to meet mission requirements and provide optimal service to program and regional stakeholders. The reorganization will also allow OHR to re-train and reassign staff to meet our mission needs in light of attrition causing staff shortages.

PROPOSAL

This reorganization will dissolve the Program Management Staff, moving the functions into OHR's front office; dissolve the Executive Resources Division, transferring the transactional work to a section in the RTP HR SSC; and the non-transactional work to the Policy, Planning and Training Division; and scale-down the work performed by staff in the Information Technology Division, moving staff and some functions into other divisions within OHR.

REVIEW AND ANALYSIS

The reorganization was coordinated with OARM and RTP HR SSC leadership. Information concerning realignment of the executive resources transaction and support functions to the

OARM RTP HR SSC was shared with the Deputy Assistant Administrators, Deputy Regional Administrators and Assistant Regional Administrators. The OHR Director met with employees from ITD, ERD and PMS to discuss the OHR reorganization; a union representative was present during these discussions.

- **Reviews and Comments Resolution:** *[(1) Reviews the proposal has undergone, including OHR's vetting of the proposal with appropriate Agency stakeholders (e.g., OARM, OCFO, OGC, OIG, etc.); (2) explanation of any comments received during the formal review process; and (3) describe how all of the comments were resolved.]*

[to be filled in once reorg package has been reviewed]

- **14/15 Ceiling & Supervisor-to-Staff Ratio:**

This reorganization will reduce the number of supervisors by two. This will have a nominal impact on OARM's supervisor-to-staff ratio which will change from 1:5.6 to 1:5.7.

RECOMMENDATION

I have received notice from the reorganization team within my office that all comments have been satisfactorily resolved and the proposal is ready for approval.

Approved: _____

Donna J. Vizian
Principal Deputy Assistant Administrator, OARM

Date: _____

Attachment:

Tab A: Reorganization Proposal Form

In order to facilitate strategic human capital planning in Fiscal Year 2018 and Fiscal Year 2019, the Office of Personnel Management (OPM) is working with the Office of Management and Budget (OMB) to gather information on your planning and use of voluntary separation incentive payments (VSIP) and voluntary early retirement authority, and reduction in force (RIF). OPM needs this information to better assess the status of implementation, take-up rate, and effectiveness of these workforce reduction tools.

Accordingly, please provide the following information to OPM at [[HYPERLINK "mailto:employ@opm.gov"](mailto:employ@opm.gov)] no later than **April 16, 2018**:

1. Any plans your agency may have to make new VERA/VSIP requests during FY18;

One draft request for VERA/VSIP was submitted to OPM/OMB on March 15, 2018. The request was based on consolidation of HR operations occurring at closure of non-EPA-owned office space located in Las Vegas, Nevada into HR operations that are located at EPA owned space in NC and OH. It also includes ,and would impact OARM and ORD subcomponents where the work has also been transferred or will be transferred to owned space. The agency may leverage the authorities for additional, office-specific requests in FY18.

2. The underlying basis or need for the VERA/VSIP reshaping/reduction tool (e.g., in response to M-17-22, general strategic planning, a response to a reshaping initiative specific to an occupation or skills imbalance, and/or known and/or current budget shortfalls, etc.).

As a result of efficiency efforts and the space savings consolidation efforts, the agency will vacate leased space in Las Vegas by September 30, 2018. All impacted personnel at the Las Vegas locations will receive management-directed reassignments to EPA-owned space in locations outside the local commuting area (i.e., geographic relocation).

3. How your agency has used any current VERA/VSIP authorities in place, i.e., how many VERA/VSIPs have been offered and accepted should we say since April 2017?;

VERA #2017-003, expired 10/31/17

VSIP #2017-018, expired 10/31/17

VERA/VSIP	Proposed				Results	
AA/Region	Targeted	Max Offers	Restructure	Eliminate	Applied	Separated

AO	139	65	64	1	14	11
OAR	67	20	5	15	4	3
OARM	154	98	84	14	31	25
OCFO	160	27	7	20	17	15
OCSPP	68	50	47	3	15	10
OECA	506	51	25	26	48	39
OEI	180	30	30	0	17	16
OGC	3	2	1	1	2	2
OITA	6	5	5	0	3	2
OLEM	219	94	94	0	20	15
ORD	296	183	183	0	32	29
OW	391	30	15	15	24	18
Region 1	112	36	25	11	27	20
Region 2	105	30	15	15	9	7
Region 3	411	159	124	35	59	41
Region 4	26	25	15	10	28	19
Region 5	182	79	71	8	32	28
Region 6	217	147	147	0	39	29
Region 7	168	45	45	0	33	29
Region 8	48	8	7	1	4	2
Region 9	167	23	23	0	15	11
Region 10	44	19	17	2	7	5
Total	3669	1226	1049	177	480	376

4. A general description of the effectiveness of the VERA/VSIP tool in accomplishing your agency's workforce reduction objectives;

The business case included the following general themes: delayering to increase our staff to supervisor ratio; consolidating and reducing administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions; restructuring to focus on science, technology, engineering and mathematics (STEM)/programmatic priorities; and consolidating and streamlining functions, activities, and/or reducing the number of our current programs. A total of 376 employees separated from the agency, which represents approximately 31% of the 1,226 maximum offers made available. The agency is documenting that all VERA/VSIP vacated positions were eliminated or properly restructured in alignment with the business case.

5. Any planned or anticipated need to conduct a Reduction In Force in your agency during FY18.

No.

Thank you in advance for your cooperation in this effort. If you have questions concerning this request, please address questions to [HYPERLINK "mailto:Mike.Mahoney@opm.gov"].

Kimberly A. Holden
Deputy Associate Director
Talent Acquisition and Workforce Shaping
Office of Personnel Management
Employee Services
1900 E Street N.W.
Washington, DC 20415
Room 6500 AJ
(202) 418-3218
[HYPERLINK "mailto:Kimberly.Holden@opm.gov"]

Response to paragraph 2 in the body of the text. While it is true that the EPA did complete a round of early-outs/buyouts in late FY17, the actual number of departures was much smaller than the maximum number of offers that were made available to employees. This is historically the case—in past early-out/buyout efforts, actual departures were approximately one third of the maximum number of offers made available. In our most recent early-out/buyout round, a total of 376 employees separated from the agency, approximately 31% of the 1,226 maximum offers made available. These departures were across 22 of the EPA’s 23 regional and program offices (see Table 1).

Table 1. Final V/V separations for Regional and Program Offices.

AA Ship/Region	Total	Accepted	Withdrew	Not Eligible	Declined	Separated*
AO	14	11		1	2	11
OAR	4	3			1	3
OARM	31	25			6	25
OCFO	17	15			2	14
OCSPP	15	10		2	3	10
OECA	48	39	1		8	39
OEI	17	16			1	15
OGC	2	2				2
OITA	3	2			1	2
OLEM	20	15	1		4	15
ORD	32	29	1		2	29
OW	24	18	1		5	18
Region 1	27	20			7	20
Region 10	7	5			2	5
Region 2	9	7		1	1	7
Region 3	59	41	6	1	11	41
Region 4	28	19	1	4	4	19
Region 5	32	28	1		3	28
Region 6	39	29	3	1	6	29
Region 7	33	29			4	29
Region 8	4	2		2		2
Region 9	15	11	1		2	11
Total	480	376	16	12	75	374

* OEI and OCFO have 1 employee each with deferred separation until September 30, 2017.

1. The EPA has not initiated any reorganizations focused on programmatic changes since it submitted its FY2018 budget in late May 2017. From 1/22/17 – 4/12/17 all reorganizations were halted due to the hiring freeze issued by the White House. Reorganizations were again frozen from 6/7/17 – 9/2/17 due to the ongoing early-out/buyout effort. During the brief window from 4/12/17 to 6/7/17 when reorganizations were processed, three reorganizations were completed:

1. Within the Office of Chemical Safety and Pollution Prevention, two new branches were created to meet increasing demand for the monitoring of bio pesticide ingredients and risk assessment functions were centralized into one branch.
2. The Office of Research and Development's National Risk Management Research Laboratory consolidated divisions and branches, reducing its number of supervisory positions.
3. The Office of Water's Office of Wetlands, Oceans and Watersheds consolidated from three to two divisions as a result of losing one SES Division Director position.

Since 9/2/17, one reorganization affecting the Administrator's Office and the Office of Enforcement and Compliance Assistance was initiated and is currently under formal review. That reorganization moves OECA's Office of Environmental Justice and National Environmental Policy Act functions to the AO's Office of Policy.

3. Request: Provide the most up-to-date numbers on the current workforce levels (i.e., current numbers of employees onboard) by program project area and by program office and regional office.

EPA Onboards as of 9.27.17	
Program/Regional Office	Onboards
OFFICE OF THE ADMINISTRATOR	358
OFFICE OF ENFORCEMENT AND COMPLIANCE ASSURANCE	676
OFFICE OF GENERAL COUNSEL	230
OFFICE OF THE INSPECTOR GENERAL	269
OFFICE OF INTERNATIONAL AND TRIBAL AFFAIRS	73
OFFICE OF THE CHIEF FINANCIAL OFFICER	294
OFFICE OF ENVIRONMENTAL INFORMATION	323
OFFICE OF ADMINISTRATION AND RESOURCES MANAGEMENT	658
OFFICE OF WATER	556
OFFICE OF LAND AND EMERGENCY MANAGEMENT	481
OFFICE OF AIR AND RADIATION	1140
OFFICE OF CHEMICAL SAFETY AND POLLUTION PREVENTION	993
OFFICE OF RESEARCH AND DEVELOPMENT	1631
REGION 1	535
REGION 2	768
REGION 3	781
REGION 4	888
REGION 5	1033
REGION 6	711
REGION 7	478
REGION 8	517
REGION 9	716
REGION 10	535
EPA	14644

Note: This table excludes Experts, Consultants, and Advisory Committee members (Pay Plan codes: ED, EF, and EH). These intermittent employees total 613.

6. Please provide EPA's best estimate of the actual number of employees that will be onboard as of October 1, 2017, accounting for the effects of attrition, the projected voluntary buyouts and early-outs, projected hiring, any other factors that might affect these numbers. There will be an estimated 14587 EPA employees onboard as of October 1, 2017. Additionally, there will be an estimated 612 Experts, Consultants, and Advisory Committee members (*Pay Plan codes: ED, EF, and EH*).

7. The agency's business case for requesting early-out/buyout authority from OPM and OMB focused on improving overall efficiency and effectiveness. Our justification for greater efficacy included the following general themes: delayering to increase our staff to supervisor ratio; consolidation/reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions, activities, and/or reducing the number of our current programs. The actual number of employees that separated from the agency for each of our 22 regional and program offices is provided in Table 1.

VERA/VSIP Proposal:
Office of International and Tribal Affairs

The Office of International and Tribal Affairs (OITA) proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions in order to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions).

OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignment within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions: one GS-0028-13 position in its American Indian Environmental Office; two GS-0301-14 positions and two GS-0301-15 positions in its International Programs (Office of Regional and Bilateral Affairs and Office of Global Affairs and Policy); and one GS-0303-09 administrative support position in its Office of Regional and Bilateral Affairs.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

The Office of International and Tribal Affairs (OITA) proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions in order to facilitate the consolidation of programs and functions across the organization.

OITA currently has 80.3 FTE, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions).

OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignment within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

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Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.

- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels – in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions: one GS-0028-13 position in its American Indian Environmental Office; two GS-0301-14 positions and two GS-0301-15 positions in its International Programs (Office of Regional and Bilateral Affairs and Office of Global Affairs and Policy); and one GS-0303-09 administrative support position in its Office of Regional and Bilateral Affairs.

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VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

OW FTE DATA BASED ON MOS ROSTER TRACKING

FY 2015	
DEPARTURES:	TOTAL FTE COUNT AT BEGINNING OF FY: 579
NON VERA/VSIP, NON INTERNAL: 20	← ATTRITION RATE: 3.5%
VERA/VSIP: 26	← ATTRITION RATE: 4.4%
INTERNAL (TO OTHER AA'SHIPS): 11	← ATTRITION RATE: 1.9%
TOTAL: 57	← ATTRITION RATE: 9.8%
FY 2016	
DEPARTURES:	TOTAL FTE COUNT AT BEGINNING OF FY: 553
NON VERA/VSIP, NON INTERNAL: 23	← ATTRITION RATE: 4.2%
INTERNAL (TO OTHER AA'SHIPS): 11	← ATTRITION RATE: 2%
TOTAL: 34	← ATTRITION RATE: 6.1%
FY 2017	
DEPARTURES:	TOTAL FTE COUNT AT BEGINNING OF FY: 585
NON VERA/VSIP, NON INTERNAL: 29	← ATTRITION RATE: 5%
VERA/VSIP: 18	← ATTRITION RATE: 3.1%
INTERNAL (TO OTHER AA'SHIPS): 12	← ATTRITION RATE: 2.1%
TOTAL: 59	← ATTRITION RATE: 10.1%

ONBOARDS/NEW TO OW HIRES

<i>FISCAL YEAR</i>	<i>NEW HIRES</i>
2015	45
2016	60
2017	60

DETAILS IN

<i>FISCAL YEAR</i>	<i>DETAILS</i>
2015	17
2016	39
2017	22

CURRENT VACANCIES THAT WILL RESULT IN A NEW TO OW HIRE

<i>CURRENT VACANCY ANNOUNCEMENTS</i>	<i>PLANNED VACANCY ANNOUNCEMENTS</i>
6	1

ELIGIBLE FOR RETIREMENT BY END OF FY 2018

<i>ELIGIBLES</i>	142
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ANALYSIS

FISCAL YEAR	V/V DEPARTURES	INTERNAL AGENCY DEPARTURES	NON V/V, NON INTERNAL DEPARTURES	NEW HIRES	DETAILS IN	DETAILS OUT <small>(data missing)</small>	SHORT TERM NET (W/DETAILS)	LONG TERM NET (W/O DETAILS)
2015	26	11	20	45	17		5	-12
2016	0	11	23	60	39		65	26
2017	18	12	29	60	22		23	1

Conclusion/Recommendation: The continuing hiring freeze will decrease upward pressure on the long-term net, while non-V/V, non-internal departures will likely remain above 20 FTE/FY threshold. General attrition may achieve necessary FTE reductions (19 FTE) by the end of FY 2018, however, the margin of attainment will be very low considering the 7 vacancy announcements. With the high number of retirement-eligible employees in FY 2018 (142), another round of V/V will undoubtedly achieve necessary FTE reductions, though it may risk unnecessarily reducing the retirement eligible pool and incurring unnecessary cost.

Strategy for Managing Interim FTE Levels¹

Office:

Current On-board FTE Level:

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

OW FTE DATA BASED ON MOS ROSTER TRACKING

FY 2015	
DEPARTURES:	TOTAL FTE COUNT AT BEGINNING OF FY: 579
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ONBOARDS/NEW TO OW HIRES

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DETAILS IN

<i>FISCAL YEAR</i>	<i>DETAILS</i>
2015	17
2016	39
2017	22

CURRENT VACANCIES THAT WILL RESULT IN A NEW TO OW HIRE

<i>CURRENT VACANCY ANNOUNCEMENTS</i>	<i>PLANNED VACANCY ANNOUNCEMENTS</i>
6	1

ELIGIBLE FOR RETIREMENT BY END OF FY 2018

<i>ELIGIBLES</i>	142
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ANALYSIS

FISCAL YEAR	V/V DEPARTURES	INTERNAL AGENCY DEPARTURES	NON V/V, NON INTERNAL DEPARTURES	NEW HIRES	DETAILS IN	DETAILS OUT <small>(data missing)</small>	SHORT TERM NET (W/DETAILS)	LONG TERM NET (W/O DETAILS)
2015	26	11	20	45	17		5	-12
2016	0	11	23	60	39		65	26
2017	18	12	29	60	22		23	1

Conclusion/Recommendation: The continuing hiring freeze will decrease upward pressure on the long-term net, while non-V/V, non-internal departures will likely remain above 20 FTE/FY threshold. General attrition may achieve necessary FTE reductions (18 FTE) by the end of FY 2018, however, the margin of attainment will be very low considering the 7 vacancy announcements. With the high number of retirement-eligible employees in FY 2018 (142), another round of V/V will undoubtedly achieve necessary FTE reductions, though it may risk unnecessarily reducing the retirement eligible pool and incurring unnecessary cost.

Strategy for Managing Interim FTE Levels¹

Office: Office of Water

Current On-board FTE Level: 548

FY18 Interim FTE Level: 533

Number FTE over/under FY 18 interim level: 15

We'll need to project whether we're going to be in the black or red during our discussion with RMS. Based on attrition information over the past 3 years, I'm projecting a 7% attrition rate which means we'll lose about 40 employees during FY18. My projection is based on the increasing non-/V/V attrition rate over the past 3 FYs (FY15 – 5.4%; FY16 – 6.1%; FY17 – 7.1%). Since this is an FTE exercise, this will not equal 40 FTE, but the rate should put us in the black by the end of the FY, if not sooner.

With Benita, RMS, DODs, Staff Directors and Budget Directions, we'll need to determine which vacancies will be critical (supervisors and managers?) to fill and which of those we will need to go outside of OW (WIFIA/WIRFC?). This will be a balancing act since we'll want to get as close to 548 by the end of the FY without going over. There are currently 7 vacancy announcements that have the potential to increase our FTE utilization early in the FY. We also have several current details that we'll need to track.

From the Governance Principles Guidance Document

- Offices/regions that expect FTE levels to be “in the black” by the end of the FY, generally will be approved to do limited hiring that is focused on meeting their highest priority needs. However, this hiring must first exhaust (if not already done) opportunities to hire internally from within the agency, before proceeding to external hiring. In particular, we want to especially explore whether needs can be met by drawing on staff in offices that are projected to be “in the red.”
- Offices/regions that expect FTE levels to be “in the red” by the end of the FY must include steps for reducing FTE levels in their plan. These offices/regions cannot hire (including internal reassignments), unless approved for a critical hire under #3 below.

Strategy to meet the new level by end of FY18:

The Office of Water's strategy to meet FY18 interim FTE levels is through attrition and by filling critical vacancies with current Office employees. External hiring will be limited to situations where the expertise and/or capacity is not available inside the agency (e.g., WIFIA and WIRFC related Financial Analyst positions). We might also hire from outside of OW when filling a supervisory or management position. If/when these vacancies happen, hiring justifications that describe the need to recruit outside of the agency/outside of OW will be provided to the Deputy Administrator.

We anticipate continuing to reduce administrative mission support positions (e.g., General Administrative series, Environmental Protection Specialists, and Program Analysts) and increasing technical (e.g., Biologists, Engineers and Physical Scientists), and Financial Analyst positions. Do we really need to include numbers and functions?

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist. Does OW have short-term needs? If so, what are they?
 - WIFIA GS-15 Financial Analyst
 - AIS positions
 - Economists?
 - Others?

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

Reduced FTE levels will impact the Office of Water and its ability to progress key deliverables and Administrator priorities by ...???

- Are we going to not fill vacancies in certain areas? Does this mean this will impact the work
 - Water Security Division? This isn't a priority area?
 - How might WIFIA be impacted?

Office of Water VERA and VSIP Justification

Confidential and Deliberative

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, and non-supervisory GS-15s to adjust skill and grade levels.
- Restructuring our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Identification of specific positions and functions to be reduced or eliminated (identified by organizational unit, geographic location, occupational category, grade level and any other factors related to the position).

See Attachment 1 -Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions by OW office and series.

Description of how the program/region will operate without the eliminated/restructured positions.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

Explanation of how VSIP will be used in conjunction with VERA.

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 81 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 68 so by adding VERA, the number of targeted positions who are eligible to accept a

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VSIP offer increases to 149 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (244) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 393. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce.

Description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility).

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Number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved).

OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

Proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the incentive payments.

See Attachment 2

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	393
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	68
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish and/or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

May 24, 2017

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 12 GS15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$254,587
(2) Annual Leave Pay Out for 9 GS14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$157,802
(1) Annual Leave Pay Out for 9 GS13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$133,535
Total Maximum Direct Costs	\$1,295,924

- 1) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.
 $\$75.77 \times 280 = \$18,184.80 \times 12 = \$254,587$
- 2) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.
 $\$62.62 \times 280 = \$15,028.80 \times 9 = \$157,802$
- 3) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.
- 4) $\$52.99 \times 280 = \$12,717.60 \times 9 = \$133,535$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,326,686	\$92,413,369
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,407,836	\$3,978,017
G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,539,086	\$4,083,017

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A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$5,529,018) + 35\% = \$97,686,232 \quad \$105,284,090$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$5,529,018) + 35\% = \$97,916,549 \quad \$105,332,407$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\text{GS 15/7} \quad \$158,123 \times 12 = \$1,897,476$$

$$\text{GS 14/6} \quad \$130,692 \times 9 = \$1,176,228$$

$$\text{GS 13/6} \quad \$110,595 \times 9 = \$995,355$$

$$\text{Total payroll costs for targeted VERA/VSIP positions} = \$4,069,059 + 35\% = \$5,493,230$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\begin{aligned} \$72,494,987 - \$4,101,849 &= \$68,454,348 + 35\% = \$92,326,686 \\ &\quad \$68,393,138 \quad \quad \$92,330,736 \end{aligned}$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\begin{aligned} \$72,494,987 - \$4,140,639 &= \$68,454,348 + 35\% = \$92,413,369 \\ &\quad \$68,354,348 \quad \quad \$92,278,370 \end{aligned}$$

E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\text{GS 9/1} \quad \$54,972 \times 5 = \$274,860$$

$$\text{GS 11/1} \quad \$66,510 \times 10 = \$665,100$$

$$\text{Total} \quad \$274,860 + \$665,100 = \$939,960 + 35\% = \$1,268,946 \times .75 = \$951,710$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

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$$\text{Total} \quad \$332,550 + \$797,200 = \$1,129,750 + 35\% = \$1,525,163$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\$7,000 \times 30 = \$210,000$$

$$\$4,221,000 - \$210,000 = \$4,011,000$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$$\$5,250 \times 15 = \$78,750$$

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E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,585,786	\$4,064,700
G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,717,036	\$4,169,700

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$$(\$72,459,197 + \$35,790) + 35\% = \$97,868,232$$

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D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,494,987 - \$4,101,849 = \$68,393,138 + 35\% = \$92,330,736$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,530,777 - \$4,140,639 = \$68,390,138 + 35\% = \$92,326,686$$

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F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,868,232 - \$0 - \$0 - \$92,330,736 - \$951,710 = \$4,585,786$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,916,549 - 0 - 0 - \$92,326,686 - \$1,525,163 = \$4,064,700$$

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$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

May 24, 2017

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$7,000 \times 30 &= \$210,000 \\ \$4,221,000 - \$210,000 &= \$4,011,000 \end{aligned}$$

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$$\$5,250 \times 15 = \$78,750$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$78,750 = \$131,250$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$$

FY18 Projected Savings with VERA/VSIP

$$\$4,585,786 + \$131,250 = \$4,717,036$$

FY19 Projected Savings with VERA/VSIP

$$\$4,064,700 + \$105,000 = \$4,169,700$$

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	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
OARM	702	121	164	643
OAR	1155	184	271	1002
OCFO	315	51	83	283
OECA	730	176	164	686
OIG	276	44	58	251
OITA	74	12	19	70
AO	730	76	80	311
OEI	348	71	81	312
OGC	234	37	51	183
OLEM	495	113	134	451
ORD	1794	427	324	1463
OCSPP	1147	203	225	876
OW	602	103	94	502
REGION 1	568	137	201	521
REGION 2	785	205	238	726
REGION 3	828	199	217	722
REGION 4	914	166	297	823
REGION 5	1086	258	309	978
REGION 6	748	227	166	669
REGION 7	522	75	112	444
REGION 8	529	98	127	491
REGION 9	741	145	208	677
REGION 10	548	108	124	501
EPA	15871	3236	3747	13585

VSIP

When an agency has received approval from OPM to offer VSIPs, any employee (as defined in 5 U.S.C. 2105) who meets these general eligibility requirements may receive an offer. The employee must:

1. Be serving in an appointment without time limit;
2. Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 1 year;
3. Be serving in a position covered by an agency VSIP plan (i.e., in the specific geographic area, organization, series and grade);
4. Apply for and receive approval for a VSIP from the agency making the VSIP offer; and
5. Not be included in any of the ineligibility categories listed below.

Employees in the following categories are not eligible for a VSIP:

1. Are reemployed annuitants;
2. Have a disability such that the individual is or would be eligible for disability retirement;
3. Have received a decision notice of involuntary separation for misconduct or poor performance;
4. Previously received any VSIP from the Federal Government;
5. During the 36-month period preceding the date of separation, performed service for which a student loan repayment benefit was paid, or is to be paid;
6. During the 24-month period preceding the date of separation, performed service for which a recruitment or relocation incentive was paid, or is to be paid; and
7. During the 12-month period preceding the date of separation, performed service for which a retention incentive was paid, or is to be paid.

VERA

To be eligible to retire under VERA, an employee must:

- (1) Meet the VERA minimum age and service requirements (i.e., the employee has completed at least 20 years of creditable service and is at least age 50, or has completed at least 25 years of creditable service regardless of age);
The minimum age and service requirements are set by statute in 5 U.S.C. 8336(d)(2) for CSRS employees, and in 5 U.S.C. 8414(b)(1) for FERS employees. OPM has no authority to waive either the minimum age or service requirement for VERA eligibility.
- (2) Have been continuously employed by the agency for at least 31 days before the date that the agency initially requested OPM approval of VERA;
- (3) Hold a position that is not a time-limited appointment;
- (4) Have not received a final removal decision based upon misconduct, or unacceptable performance;
- (5) Hold a position covered by the agency's VERA; and
- (6) Retire under the VERA option during the agency's VERA window.

OARM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
ATLANTA, GEORGIA	2	2		2
1801-General Inspection, Investigation, and Compliance	1	1		1
905-General Attorney	1	1		1
BOSTON, MASSACHUSETTS	1			1
343-Management and Program Analysis	1			1
CHICAGO, ILLINOIS	1			1
905-General Attorney	1			1
CINCINNATI, OHIO	68	9	21	65
1102-Contracting	2			1
1301-General Physical Science	1		1	1
1410-Librarian	1			1
1654-Printing Services	1	1		1
18-Safety and Occupational Health Management	2		2	2
2010-Inventory Management	1			1
201-Human Resources Management	29	4	10	28
203-Human Resources Assistance	2			2
2210-Information Technology Management	6		2	5
318-Secretary	2	1		2
340-Program Management	1			1
343-Management and Program Analysis	12	3	3	12
391-Telecommunications	2		1	2
801-General Engineering	4		1	4
80-Security Administration	1			1
830-Mechanical Engineering	1		1	1
DURHAM, NORTH CAROLINA	131	11	19	111
1102-Contracting	33	4	8	31
1301-General Physical Science	1			
1640-Facility Operations Services	6		1	5
18-Safety and Occupational Health Management	1			1
2010-Inventory Management	1			
201-Human Resources Management	55	3	6	44
203-Human Resources Assistance	5			4
2210-Information Technology Management	10	1	3	8
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	2			2
340-Program Management	3			3
341-Administrative Officer	1			1
343-Management and Program Analysis	2	1	1	2
511-Auditing	1	1		1
801-General Engineering	1	1		1
80-Security Administration	1			1
830-Mechanical Engineering	4			4

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850-Electrical Engineering	2			2
899-Engineering and Architecture Student Trainee	1			1
LAS VEGAS, NEVADA	21	2	5	18
201-Human Resources Management	18	2	5	15
203-Human Resources Assistance	2			2
318-Secretary	1			1
MOREHEAD CITY, NORTH CARO	1		1	1
201-Human Resources Management	1		1	1
NEW BERN, NORTH CAROLINA	1			1
201-Human Resources Management	1			1
NORWOOD, OHIO	37	4	6	34
1102-Contracting	36	3	6	33
301-Miscellaneous Administration and Program	1	1		1
PHILADELPHIA, PENNSYLVANI	1			1
905-General Attorney	1			1
SAN FRANCISCO, CALIFORNIA	1			1
343-Management and Program Analysis	1			1
WASHINGTON, DC	433	93	112	407
1001-General Arts and Information	1		1	1
1102-Contracting	96	19	24	90
1103-Industrial Property Management	1			1
1106-Procurement Clerical and Technician	1	1		1
1109-Grants Management	22	6	5	22
1170-Realty	1			1
1640-Facility Operations Services	2		2	2
1654-Printing Services	1			1
1712-Training Instruction	1			1
1750-Instructional Systems	2			1
1801-General Inspection, Investigation, and Compliance	2		1	2
18-Safety and Occupational Health Management	3		1	3
201-Human Resources Management	37	11	8	34
203-Human Resources Assistance	2	1	1	2
2101-Transportation Specialist	1			
2210-Information Technology Management	25	1	9	25
28-Environmental Protection Specialist	1			1
301-Miscellaneous Administration and Program	21	7	7	20
303-Miscellaneous Clerk and Assistant	2	2		2
306-Government Information Specialist	3	2	1	3
318-Secretary	2	1	1	2
326-Office Automation Clerical and Assistance	2	1		2
340-Program Management	7	2	2	7
341-Administrative Officer	2		1	2
342-Support Services Administration	11	6	3	11
343-Management and Program Analysis	106	21	24	99
344-Management and Program Clerical and Assistance	1			1
351-Printing Clerical	1		1	1
391-Telecommunications	1	1		1

510-Accounting	4	1	1	4
511-Auditing	5	2	2	5
690-Industrial Hygiene	1	1		1
801-General Engineering	1			1
804-Fire Protection Engineering	2		1	1
808-Architecture	5	2		4
80-Security Administration	18	2	4	17
810-Civil Engineering	1	1		1
819-Environmental Engineering	1			1
830-Mechanical Engineering	4		1	3
850-Electrical Engineering	1			1
905-General Attorney	26	2	7	23
935-Administrative Law Judge	3		2	3
950-Paralegal Specialist	1		1	1
#N/A	2		1	2
Grand Total	698	121	164	643

OAR	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	282	46	73
1102-Contracting	1		
110-Economist	3		
1301-General Physical Science	21	1	8
1320-Chemistry	7	3	
1399-Physical Science Student Trainee	1		
1550-Computer Science	4	2	
1640-Facility Operations Services	4		
1801-General Inspection, Investigation, and Compliance	14	2	3
1910-Quality Assurance	1		
201-Human Resources Management	2		
2210-Information Technology Management	8	1	2
28-Environmental Protection Specialist	51	11	16
301-Miscellaneous Administration and Program	13	2	3
318-Secretary	1		1
343-Management and Program Analysis	11		1
4714-Model Making	1		
801-General Engineering	21	2	4
802-Engineering Technical	12	2	4
803-Safety Engineering	1	1	
819-Environmental Engineering	14	2	5
830-Mechanical Engineering	62	12	19
850-Electrical Engineering	4	2	
854-Computer Engineering	2		1
893-Chemical Engineering	12	3	6
899-Engineering and Architecture Student Trainee	4		
905-General Attorney	3		
99-General Student Trainee	4		
ANNAPOLIS, MARYLAND	1		
343-Management and Program Analysis	1		
AUTAUGA, ALABAMA	1		
1320-Chemistry	1		
DALLAS, TEXAS	1		
1301-General Physical Science	1		
DURHAM, NORTH CAROLINA	345	54	78
1035-Public Affairs	1		
1101-General Business and Industry	7	1	
110-Economist	9	1	
1301-General Physical Science	66	13	4
1530-Statistics	6		1
2210-Information Technology Management	9	1	
28-Environmental Protection Specialist	112	15	32

	# of Targeted Positions													
	by Grade													
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
248														
1														
1														
16														
5														
4														
2														
14														
1														
2														
8														
50														
11														
1														
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1														
21														
8														
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13														
57														
4														
2														
12														
2														
1														
1														
1														
1														
294														
1														
7														
7														
49														
4														
8														
98														

301-Miscellaneous Administration and Program	27	8	7
306-Government Information Specialist	1		
340-Program Management	7	2	3
343-Management and Program Analysis	14	3	3
401-General Natural Resources Management and Biological Sciences	3		
408-Ecology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		1
601-General Health Science	12	1	1
819-Environmental Engineering	64	9	25
893-Chemical Engineering	3		
LAS VEGAS, NEVADA	23	8	3
1102-Contracting	1		
1301-General Physical Science	10	4	1
1306-Health Physics	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	5	2	1
303-Miscellaneous Clerk and Assistant	1	1	
343-Management and Program Analysis	2	1	1
690-Industrial Hygiene	1		
819-Environmental Engineering	1		
MONTGOMERY, ALABAMA	39	9	10
1102-Contracting	1		
1301-General Physical Science	25	7	7
1306-Health Physics	1		
1320-Chemistry	6	1	2
1529-Mathematical Statistics	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2		
318-Secretary	1	1	
690-Industrial Hygiene	1		
SAN DIEGO, CALIFORNIA	1	1	
301-Miscellaneous Administration and Program	1	1	
WASHINGTON NAVY YARD, DC	1		
1301-General Physical Science	1		
WASHINGTON, DC	450	66	107
1035-Public Affairs	21		2
1102-Contracting	4		
110-Economist	18	3	2
1301-General Physical Science	43	9	4
1306-Health Physics	5	1	2
1320-Chemistry	3		2
1350-Geology	2		
1515-Operations Research	1	1	
1530-Statistics	2	1	
1550-Computer Science	1		
1801-General Inspection, Investigation, and Compliance	1		

2210-Information Technology Management	9	2	3
28-Environmental Protection Specialist	160	8	36
301-Miscellaneous Administration and Program	18	5	7
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	6	1	3
340-Program Management	6	2	1
341-Administrative Officer	1	1	
343-Management and Program Analysis	89	20	28
344-Management and Program Clerical and Assistance	3	2	1
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	6	2	
408-Ecology	1		
801-General Engineering	3		1
819-Environmental Engineering	33	5	11
830-Mechanical Engineering	2		1
861-Aerospace Engineering	1		
893-Chemical Engineering	2	1	
905-General Attorney	4	1	2
99-General Student Trainee	2		
#N/A	1		1
Grand Total	1144	184	271

9														
137														
18														
1														
6														
5														
1														
86														
3														
6														
1														
3														
31														
2														
1														
2														
4														
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1002														

OCFO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
CHAMPAIGN, ILLINOIS	1			1
1160-Financial Analysis	1			1
CINCINNATI, OHIO	6		1	6
2210-Information Technology Management	1			1
501-Financial Administration and Program	3			3
510-Accounting	2		1	2
DURHAM, NORTH CAROLINA	57	8	16	51
2210-Information Technology Management	12	1	7	12
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	1			1
343-Management and Program Analysis	2		1	2
399-Administration and Office Support Student Trainee	3			
501-Financial Administration and Program	22	4	6	21
510-Accounting	16	3	2	15
LAS VEGAS, NEVADA	19	3	7	15
2210-Information Technology Management	1			
318-Secretary	1			1
501-Financial Administration and Program	12	2	5	9
503-Financial Clerical and Assistance	1			1
510-Accounting	4	1	2	4
NORWOOD, OHIO	44	5	6	43
343-Management and Program Analysis	2		1	2
501-Financial Administration and Program	20	3	1	19
510-Accounting	21	2	4	21
599-Financial Management Student Trainee	1			1
WASHINGTON, DC	186	35	53	167
1035-Public Affairs	1			1
1160-Financial Analysis	1			1
2210-Information Technology Management	31	2	8	28
301-Miscellaneous Administration and Program	3	2	1	3
303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	3	3		2
340-Program Management	1	1		1
341-Administrative Officer	2		2	2
343-Management and Program Analysis	81	13	18	73
399-Administration and Office Support Student Trainee	1			
501-Financial Administration and Program	18	2	9	18
503-Financial Clerical and Assistance	1	1		1
510-Accounting	33	8	12	29
560-Budget Analysis	4	2		4
599-Financial Management Student Trainee	2			
905-General Attorney	1		1	1

[illegible]

#N/A	2		2	2
Grand Total	313	51	83	283

OECA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ALBUQUERQUE, NEW MEXICO	1		
819-Environmental Engineering	1		
ANCHORAGE, ALASKA	3		
1811-Criminal Investigating	3		
ARLINGTON, VIRGINIA	3		
1811-Criminal Investigating	3		
ATLANTA, GEORGIA	8	2	
1301-General Physical Science	1		
1811-Criminal Investigating	7	2	
BALTIMORE, MARYLAND	2		
1811-Criminal Investigating	2		
BATON ROUGE, LOUISIANA	2		
1811-Criminal Investigating	2		
BISMARCK, NORTH DAKOTA	2		
1811-Criminal Investigating	2		
BOISE, IDAHO	2	1	
1811-Criminal Investigating	2	1	
BOSTON, MASSACHUSETTS	8	4	
1811-Criminal Investigating	6	3	
301-Miscellaneous Administration and Program	1	1	
905-General Attorney	1		
BRUNSWICK, GEORGIA	3		1
1811-Criminal Investigating	2		
343-Management and Program Analysis	1		1
BUFFALO, NEW YORK	2		
1811-Criminal Investigating	2		
CHARLESTON, WEST VIRGINIA	1	1	
1811-Criminal Investigating	1	1	
CHARLOTTE, NORTH CAROLINA	2		
1811-Criminal Investigating	2		
CHICAGO, ILLINOIS	7	1	
1301-General Physical Science	1		
1811-Criminal Investigating	5	1	
893-Chemical Engineering	1		
CLEVELAND, OHIO	6	1	1
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1		1
DALLAS, TEXAS	8	1	1
1301-General Physical Science	1		
1811-Criminal Investigating	6	1	
301-Miscellaneous Administration and Program	1		1
DENVER, COLORADO	15	2	2

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
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1811-Criminal Investigating	6	1	
28-Environmental Protection Specialist	1		1
341-Administrative Officer	1		
819-Environmental Engineering	2		1
893-Chemical Engineering	1		
905-General Attorney	3		
986-Legal Assistance	1	1	
DETROIT, MICHIGAN	2		
1811-Criminal Investigating	2		
DURHAM, NORTH CAROLINA	1		
1811-Criminal Investigating	1		
EDISON, NEW JERSEY	6	3	
1301-General Physical Science	1	1	
1801-General Inspection, Investigation, and Compliance	1		
1811-Criminal Investigating	4	2	
GLYNCO, GEORGIA	3	2	
1811-Criminal Investigating	2	1	
301-Miscellaneous Administration and Program	1	1	
GREENSBORO, NORTH CAROLINA	1		
343-Management and Program Analysis	1		
GULF BREEZE, FLORIDA	3		
1811-Criminal Investigating	3		
HELENA, MONTANA	2	1	
1811-Criminal Investigating	2	1	
HONOLULU, HAWAII	2	1	
1811-Criminal Investigating	2	1	
HOUSTON, TEXAS	6	2	
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1	1	
INDIANAPOLIS, INDIANA	1		
1811-Criminal Investigating	1		
JACKSONVILLE, FLORIDA	8	2	
1811-Criminal Investigating	7	2	
301-Miscellaneous Administration and Program	1		
KANSAS CITY, KANSAS	1		
1811-Criminal Investigating	1		
KNOXVILLE, TENNESSEE	2	1	
1811-Criminal Investigating	2	1	
LAKEWOOD, COLORADO	79	23	23
1083-Technical Writing and Editing	1	1	
1301-General Physical Science	5	1	
1311-Physical Science Technician	1	1	
1320-Chemistry	27	11	7
1530-Statistics	1		
1601-Equipment, Facilities, and Services	1		
1801-General Inspection, Investigation, and Compliance	1		
1811-Criminal Investigating	2	1	

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2210-Information Technology Management	7	1	3
28-Environmental Protection Specialist	2	1	
301-Miscellaneous Administration and Program	3	2	1
340-Program Management	4		2
343-Management and Program Analysis	3	2	
344-Management and Program Clerical and Assistance	1		1
415-Toxicology	1		
819-Environmental Engineering	11	1	8
830-Mechanical Engineering	1		
893-Chemical Engineering	2		
905-General Attorney	5	1	1
LENEXA, KANSAS	9	3	
1811-Criminal Investigating	6	1	
301-Miscellaneous Administration and Program	1		
343-Management and Program Analysis	1	1	
905-General Attorney	1	1	
LOS ANGELES, CALIFORNIA	5	1	1
1811-Criminal Investigating	4	1	
301-Miscellaneous Administration and Program	1		1
LOUISVILLE, KENTUCKY	1		
1811-Criminal Investigating	1		
MIAMI, FLORIDA	3	1	
1811-Criminal Investigating	2	1	
905-General Attorney	1		
MIAMI-DADE, FLORIDA	1	1	
1811-Criminal Investigating	1	1	
MINNEAPOLIS, MINNESOTA	2		
1811-Criminal Investigating	2		
MISSOULA, MONTANA	1		
1811-Criminal Investigating	1		
NASHVILLE, TENNESSEE	2		
1811-Criminal Investigating	2		
NEW HAVEN, CONNECTICUT	2	1	
1811-Criminal Investigating	2	1	
NEW YORK, NEW YORK	6	2	
1811-Criminal Investigating	5	2	
301-Miscellaneous Administration and Program	1		
PHILADELPHIA, PENNSYLVANIA	6	3	
1811-Criminal Investigating	5	3	
301-Miscellaneous Administration and Program	1		
PHOENIX, ARIZONA	2	1	1
1811-Criminal Investigating	1	1	
301-Miscellaneous Administration and Program	1		1
PORTLAND, OREGON	2		
1811-Criminal Investigating	2		
SACRAMENTO, CALIFORNIA	1		
1811-Criminal Investigating	1		

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SALT LAKE CITY,UTAH	2		
1811-Criminal Investigating	2		
SAN DIEGO,CALIFORNIA	1		
1811-Criminal Investigating	1		
SAN FRANCISCO,CALIFORNIA	8	4	
1301-General Physical Science	1	1	
1811-Criminal Investigating	6	2	
301-Miscellaneous Administration and Program	1	1	
SAN JUAN,PUERTO RICO	2		
1811-Criminal Investigating	2		
SEATTLE,WASHINGTON	7	2	
1801-General Inspection, Investigation, and Compliance	1	1	
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1		
ST LOUIS,MISSOURI	2		
1811-Criminal Investigating	2		
SYRACUSE,NEW YORK	3	1	
1811-Criminal Investigating	3	1	
TAMPA,FLORIDA	2	1	
1811-Criminal Investigating	2	1	
WASHINGTON,DC	466	107	134
1001-General Arts and Information	2		
1035-Public Affairs	1	1	
110-Economist	1		
1160-Financial Analysis	1		
1301-General Physical Science	25	6	4
1350-Geology	1	1	
1412-Technical Information Services	1		
1529-Mathematical Statistics	1		1
1801-General Inspection, Investigation, and Compliance	2	1	
1811-Criminal Investigating	16	2	
2210-Information Technology Management	26	9	6
28-Environmental Protection Specialist	66	14	24
301-Miscellaneous Administration and Program	14	5	7
306-Government Information Specialist	1		
308-Records Management	3		1
318-Secretary	2		1
340-Program Management	7	2	3
341-Administrative Officer	5		1
343-Management and Program Analysis	96	24	33
401-General Natural Resources Management and Biological Sciences	5	1	1
560-Budget Analysis	1		
819-Environmental Engineering	18	4	8
893-Chemical Engineering	6	1	4
905-General Attorney	164	36	39
950-Paralegal Specialist	1		1
WHEELING,WEST VIRGINIA	2		

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88															
2															
1															
17															
6															
145															
1															
2															

1811-Criminal Investigating	2		
Grand Total	730	176	164

2																
686																

OIG	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8
ARLINGTON,VIRGINIA	7	1	1	7		
1811-Criminal Investigating	5	1		5		
2210-Information Technology Management	2		1	2		
ATLANTA,GEORGIA	14	3	1	13		
1811-Criminal Investigating	4			4		
343-Management and Program Analysis	4	2		3		
511-Auditing	6	1	1	6		
BOSTON,MASSACHUSETTS	9	2	4	9		
1811-Criminal Investigating	1			1		
2210-Information Technology Management	1		1	1		
303-Miscellaneous Clerk and Assistant	1		1	1		
343-Management and Program Analysis	3	1	1	3		
511-Auditing	3	1	1	3		
CHICAGO,ILLINOIS	23	1	5	22		
101-Social Science	2	1		2		
1811-Criminal Investigating	3			3		
201-Human Resources Management	1		1	1		
2210-Information Technology Management	1		1	1		
343-Management and Program Analysis	6		2	6		
511-Auditing	7		1	6		
601-General Health Science	3			3		
CINCINNATI,OHIO	8	1	1	6		
343-Management and Program Analysis	2			2		
511-Auditing	4	1	1	4		
599-Financial Management Student Trainee	2					
DALLAS,TEXAS	8	1	2	8		
1811-Criminal Investigating	3	1		3		
343-Management and Program Analysis	1			1		
511-Auditing	4		2	4		
DENVER,COLORADO	11	3	1	10		
1811-Criminal Investigating	3	1		2		
343-Management and Program Analysis	4		1	4		
511-Auditing	3	1		3		
801-General Engineering	1	1		1		
DURHAM,NORTH CAROLINA	17	3	3	15		
101-Social Science	1			1		
1811-Criminal Investigating	2	1		2		
303-Miscellaneous Clerk and Assistant	1		1	1		
343-Management and Program Analysis	4	1		4		
511-Auditing	9	1	2	7		
KANSAS CITY,KANSAS	2		1	2		
343-Management and Program Analysis	1			1		

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511-Auditing	1		1	1		
LENEXA, KANSAS	5	1	2	5		
343-Management and Program Analysis	4	1	2	4		
511-Auditing	1			1		
NEW YORK, NEW YORK	8	3	1	8		
1301-General Physical Science	1			1		
1811-Criminal Investigating	3	2		3		
343-Management and Program Analysis	2	1		2		
511-Auditing	1		1	1		
601-General Health Science	1			1		
NORWOOD, OHIO	2		1	2		
343-Management and Program Analysis	1			1		
511-Auditing	1		1	1		
PHILADELPHIA, PENNSYLVANIA	16	1	3	16		
101-Social Science	1			1		
1035-Public Affairs	1	1		1		
1811-Criminal Investigating	1			1		
2210-Information Technology Management	1		1	1		
343-Management and Program Analysis	6			6		
511-Auditing	5		2	5		
601-General Health Science	1			1		
SAN FRANCISCO, CALIFORNIA	12	2	2	11		
1301-General Physical Science	1			1		
1811-Criminal Investigating	3			2		
343-Management and Program Analysis	2	1		2		
511-Auditing	5	1	2	5		
601-General Health Science	1			1		
SEATTLE, WASHINGTON	9	2	3	9		
101-Social Science	1			1		
1320-Chemistry	1	1		1		
1811-Criminal Investigating	2			2		
343-Management and Program Analysis	2	1		2		
511-Auditing	3		3	3		
WASHINGTON, DC	121	19	27	107		
1035-Public Affairs	4			4		
1082-Writing and Editing	2			2		
1102-Contracting	1	1		1		
1811-Criminal Investigating	18	2	1	17		
201-Human Resources Management	4		1	4		
2210-Information Technology Management	16	1	2	13		
301-Miscellaneous Administration and Program	4	1		4		
340-Program Management	4	1	2	4		
341-Administrative Officer	2	1	1	2		
343-Management and Program Analysis	15	1	4	11		
415-Toxicology	1		1	1		
511-Auditing	37	8	13	34		
560-Budget Analysis	2		1	1		

819-Environmental Engineering	1			1		
905-General Attorney	10	3	1	8		
WINCHESTER, TENNESSEE	1	1		1		
1811-Criminal Investigating	1	1		1		
Grand Total	273	44	58	251		

OITA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8
ARLINGTON,VIRGINIA	1			1		
301-Miscellaneous Administration and Program	1			1		
WASHINGTON,DC	73	12	19	69		
2210-Information Technology Management	1			1		
28-Environmental Protection Specialist	5	1		5		
301-Miscellaneous Administration and Program	45	6	12	41		
303-Miscellaneous Clerk and Assistant	2	2		2		
340-Program Management	5	2	3	5		
343-Management and Program Analysis	15	1	4	15		
Grand Total	74	12	19	70		

# of Targeted Positions												
by Grade												
9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	

AO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BOSTON, MASSACHUSETTS	1	1	
301-Miscellaneous Administration and Program	1	1	
CINCINNATI, OHIO	1	1	
260-Equal Employment Opportunity	1	1	
DURHAM, NORTH CAROLINA	3	1	1
260-Equal Employment Opportunity	2	1	
28-Environmental Protection Specialist	1		1
LAS VEGAS, NEVADA	1		
260-Equal Employment Opportunity	1		
LOS ANGELES, CALIFORNIA	1		
343-Management and Program Analysis	1		
PRINCETON, NEW JERSEY	1		
893-Chemical Engineering	1		
SAN FRANCISCO, CALIFORNIA	1		
28-Environmental Protection Specialist	1		
WASHINGTON, DC	335	72	79
1001-General Arts and Information	13	3	
101-Social Science	1		
1035-Public Affairs	13	1	3
1060-Photography	1	1	
1071-Audiovisual Production	2		
1082-Writing and Editing	1		
1084-Visual Information	1		
1101-General Business and Industry	3		2
110-Economist	28	3	4
1301-General Physical Science	11	5	3
132-Intelligence	2		1
1811-Criminal Investigating	1		
2210-Information Technology Management	5		1
260-Equal Employment Opportunity	11	3	2
28-Environmental Protection Specialist	42	7	11
301-Miscellaneous Administration and Program	67	19	16
303-Miscellaneous Clerk and Assistant	5	2	
308-Records Management	1		1
326-Office Automation Clerical and Assistance	3	1	
340-Program Management	16	2	5
343-Management and Program Analysis	83	19	26
401-General Natural Resources Management and Biological Sciences	5	2	1
415-Toxicology	1	1	
560-Budget Analysis	1	1	
601-General Health Science	4		
819-Environmental Engineering	4		2

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
1															
1															
3															
2															
1															
1															
1															
1															
1															
1															
1															
1															
1															
302															
13															
1															
12															
1															
2															
1															
1															
3															
28															
11															
2															
1															
5															
10															
40															
56															
5															
1															
3															
9															
79															
5															
1															
1															
2															
3															

905-General Attorney	8	1	1
#N/A	2	1	
Grand Total	344	75	80

5															
1															
311															

OEI	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
ATLANTA, GEORGIA	1			1
2210-Information Technology Management	1			1
BOSTON, MASSACHUSETTS	1			1
2210-Information Technology Management	1			1
CINCINNATI, OHIO	1	1		1
343-Management and Program Analysis	1	1		1
DENVER, COLORADO	1		1	1
2210-Information Technology Management	1		1	1
DURHAM, NORTH CAROLINA	63	16	14	57
1101-General Business and Industry	1			1
1301-General Physical Science	1	1		1
2210-Information Technology Management	47	10	11	41
301-Miscellaneous Administration and Program	2			2
340-Program Management	1	1		1
343-Management and Program Analysis	8	2	3	8
501-Financial Administration and Program	1	1		1
510-Accounting	1	1		1
#N/A	1			1
LAS VEGAS, NEVADA	1	1		1
2210-Information Technology Management	1	1		1
NEW YORK, NEW YORK	1			1
2210-Information Technology Management	1			1
PHILADELPHIA, PENNSYLVANIA	1			
2210-Information Technology Management	1			
SEATTLE, WASHINGTON	2			2
2210-Information Technology Management	2			2
WASHINGTON, DC	270	53	66	247
1035-Public Affairs	1			
1101-General Business and Industry	3			3
1301-General Physical Science	1	1		1
1529-Mathematical Statistics	1	1		1
2210-Information Technology Management	92	17	15	82
28-Environmental Protection Specialist	14	3	2	14
301-Miscellaneous Administration and Program	20	2	5	18
306-Government Information Specialist	7	4	2	7
308-Records Management	4	1	1	4
318-Secretary	2		1	1
335-Computer Clerk and Assistant	1			
340-Program Management	5	2	1	5
341-Administrative Officer	1			1
343-Management and Program Analysis	104	20	35	98
399-Administration and Office Support Student Trainee	1			1

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501-Financial Administration and Program	1	1		1
510-Accounting	3	1	1	3
560-Budget Analysis	6		3	6
905-General Attorney	1			1
#N/A	2			
Grand Total	342	71	81	312

OGC	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
CINCINNATI, OHIO	2		1	2
905-General Attorney	2		1	2
DURHAM, NORTH CAROLINA	2	2		2
905-General Attorney	2	2		2
SAN DIEGO, CALIFORNIA	1		1	1
905-General Attorney	1		1	1
WASHINGTON, DC	223	35	49	178
1222-Patent Attorney	1		1	1
1860-Equal Opportunity Investigation	1	1		1
2210-Information Technology Management	4		1	4
28-Environmental Protection Specialist	3	1		2
301-Miscellaneous Administration and Program	13	4	3	13
306-Government Information Specialist	1			1
340-Program Management	2	1	1	2
341-Administrative Officer	1			1
343-Management and Program Analysis	8	1		7
344-Management and Program Clerical and Assistance	9	1	2	4
360-Equal Opportunity Compliance	2	1	1	2
560-Budget Analysis	1			1
905-General Attorney	173	25	37	136
950-Paralegal Specialist	2		1	1
#N/A	2		2	2
Grand Total	228	37	51	183

[illegible]

OLEM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ARLINGTON,VIRGINIA	269	65	71
1035-Public Affairs	4		
110-Economist	9		1
1301-General Physical Science	35	11	7
1320-Chemistry	5	1	2
1350-Geology	2	1	
2210-Information Technology Management	13	1	3
28-Environmental Protection Specialist	74	19	25
301-Miscellaneous Administration and Program	3	2	1
303-Miscellaneous Clerk and Assistant	2	2	
318-Secretary	1		
340-Program Management	9	3	5
343-Management and Program Analysis	64	17	16
344-Management and Program Clerical and Assistance	2		1
401-General Natural Resources Management and Biological Sciences	7		
415-Toxicology	1		
601-General Health Science	5	1	1
819-Environmental Engineering	22	4	6
881-Petroleum Engineering	1	1	
893-Chemical Engineering	10	2	3
ATHENS,GEORGIA	1	1	
1301-General Physical Science	1	1	
BOSTON,MASSACHUSETTS	3	1	
28-Environmental Protection Specialist	2	1	
819-Environmental Engineering	1		
CINCINNATI,OHIO	7	3	2
1301-General Physical Science	2	1	
1306-Health Physics	2	1	1
28-Environmental Protection Specialist	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
819-Environmental Engineering	1		
DENVER,COLORADO	1		
819-Environmental Engineering	1		
DURHAM,NORTH CAROLINA	4	1	
1320-Chemistry	1	1	
343-Management and Program Analysis	1		
830-Mechanical Engineering	1		
893-Chemical Engineering	1		
EDISON,NEW JERSEY	20	7	2
1301-General Physical Science	12	4	1
1320-Chemistry	4	2	
343-Management and Program Analysis	2	1	

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
234															
4															
3															
32															
4															
2															
12															
71															
3															
2															
1															
8															
59															
2															
1															
4															
18															
1															
7															
1															
1															
3															
2															
1															
7															
2															
2															
1															
1															
1															
1															
1															
4															
1															
1															
1															
1															
17															
10															
3															
2															

401-General Natural Resources Management and Biological Sciences	1		1
819-Environmental Engineering	1		
ERLANGER,KENTUCKY	1		
343-Management and Program Analysis	1		
KANSAS CITY,KANSAS	1		
1320-Chemistry	1		
LAS VEGAS,NEVADA	11	2	2
1301-General Physical Science	7	1	1
1320-Chemistry	1		
343-Management and Program Analysis	1	1	
690-Industrial Hygiene	1		
819-Environmental Engineering	1		1
LENEXA,KANSAS	2	1	1
1301-General Physical Science	1		1
801-General Engineering	1	1	
NORFOLK,VIRGINIA	1		
1301-General Physical Science	1		
WASHINGTON,DC	173	32	56
1035-Public Affairs	1		
110-Economist	1		
1301-General Physical Science	13	1	3
1320-Chemistry	1	1	
2210-Information Technology Management	4		4
28-Environmental Protection Specialist	46	3	15
301-Miscellaneous Administration and Program	6	2	3
318-Secretary	2		1
340-Program Management	4		2
343-Management and Program Analysis	76	20	23
401-General Natural Resources Management and Biological Sciences	3		
415-Toxicology	2		1
560-Budget Analysis	1	1	
601-General Health Science	1		1
819-Environmental Engineering	3	1	1
893-Chemical Engineering	6	1	1
#N/A	3	2	1
Grand Total	494	113	134

1															
1															
1															
1															
1															
1															
9															
5															
1															
1															
1															
1															
2															
1															
1															
1															
1															
170															
1															
13															
1															
4															
46															
6															
2															
4															
75															
2															
2															
1															
1															
3															
6															
3															
451															

ORD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ADA, OKLAHOMA	44	12	9
1102-Contracting	2		2
1301-General Physical Science	14	3	1
1311-Physical Science Technician	2		
1315-Hydrology	7	2	3
1316-Hydrologic Technician	2		
1320-Chemistry	1		
1350-Geology	1		
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	3	2	1
408-Ecology	3	1	1
470-Soil Science	2	1	
819-Environmental Engineering	2	1	
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	1		
ANN ARBOR, MICHIGAN	1		1
1301-General Physical Science	1		1
ARLINGTON, VIRGINIA	104	26	14
1035-Public Affairs	1		
110-Economist	1	1	
1301-General Physical Science	21	5	3
1315-Hydrology	1	1	
150-Geography	1		
1529-Mathematical Statistics	5	1	1
1530-Statistics	5	2	
2210-Information Technology Management	1		
28-Environmental Protection Specialist	2	1	
301-Miscellaneous Administration and Program	9	3	2
340-Program Management	3	2	1
341-Administrative Officer	2	1	1
343-Management and Program Analysis	12	4	4
401-General Natural Resources Management and Biological Sciences	16	2	
408-Ecology	5		1
415-Toxicology	7	2	
601-General Health Science	9	1	
819-Environmental Engineering	3		1
ATHENS, GEORGIA	38	12	2
1301-General Physical Science	3	2	1
1315-Hydrology	1		
1320-Chemistry	11	4	
1550-Computer Science	2	1	

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
42															
2															
13															
2															
7															
2															
1															
1															
2															
1															
3															
3															
2															
2															
1															
1															
1															
97															
1															
1															
21															
1															
1															
5															
5															
1															
2															
9															
3															
2															
10															
14															
5															
7															
6															
3															
37															
3															
1															
11															
2															

1640-Facility Operations Services	1	1	
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
340-Program Management	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	4	2	
403-Microbiology	1		1
408-Ecology	3	1	
415-Toxicology	1		
560-Budget Analysis	1		
819-Environmental Engineering	4	1	
854-Computer Engineering	1		
ATLANTA,GEORGIA	2		2
301-Miscellaneous Administration and Program	1		1
819-Environmental Engineering	1		1
BOSTON,MASSACHUSETTS	4	1	
1301-General Physical Science	1		
28-Environmental Protection Specialist	1	1	
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		
CHAPEL HILL,NORTH CAROLI	33	12	3
1301-General Physical Science	2	1	
1320-Chemistry	1		1
1530-Statistics	1		
2210-Information Technology Management	1	1	
318-Secretary	1	1	
341-Administrative Officer	1		
401-General Natural Resources Management and Biological Sciences	11	3	2
403-Microbiology	1	1	
404-Biological Science Technician	1	1	
601-General Health Science	9	2	
602-Medical Officer	2	2	
610-Nurse	2		
CHICAGO,ILLINOIS	1		1
1301-General Physical Science	1		1
CINCINNATI,OHIO	313	83	56
1035-Public Affairs	4		2
110-Economist	4	1	
1301-General Physical Science	38	10	6
1306-Health Physics	2		1
1311-Physical Science Technician	5	2	1
1315-Hydrology	2		
1320-Chemistry	23	2	3
1515-Operations Research	1		
1529-Mathematical Statistics	2	2	
1530-Statistics	2	2	
18-Safety and Occupational Health Management	1		

2210-Information Technology Management	4	4	
28-Environmental Protection Specialist	4		
301-Miscellaneous Administration and Program	7	2	3
308-Records Management	1		
318-Secretary	4	2	1
340-Program Management	2		2
341-Administrative Officer	3	1	
343-Management and Program Analysis	24	6	9
401-General Natural Resources Management and Biological Sciences	51	13	3
403-Microbiology	23	7	2
404-Biological Science Technician	5	1	
408-Ecology	10	2	
415-Toxicology	8	2	1
440-Genetics	1		
470-Soil Science	2		1
499-Biological Science Student Trainee	1		
560-Budget Analysis	6	4	
601-General Health Science	5	3	1
690-Industrial Hygiene	2		
801-General Engineering	4		2
802-Engineering Technical	5		1
80-Security Administration	1	1	
819-Environmental Engineering	34	12	6
830-Mechanical Engineering	3	2	1
854-Computer Engineering	1		1
893-Chemical Engineering	17	2	9
899-Engineering and Architecture Student Trainee	1		
CORVALLIS, OREGON	46	19	2
110-Economist	1		
1301-General Physical Science	3	3	
1320-Chemistry	1	1	
1530-Statistics	3	2	
1550-Computer Science	1		
1640-Facility Operations Services	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	1	1	
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	10	3	
408-Ecology	13	7	1
435-Plant Physiology	2		1
470-Soil Science	1		
482-Fish Biology	1		
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	1	1	
DALLAS, TEXAS	1		

1301-General Physical Science	1		
DENVER, COLORADO	5	1	
1301-General Physical Science	1		
301-Miscellaneous Administration and Program	1		
343-Management and Program Analysis	2		
601-General Health Science	1	1	
DULUTH, MINNESOTA	58	17	21
1301-General Physical Science	2	1	
1320-Chemistry	13	5	5
1640-Facility Operations Services	1		1
2210-Information Technology Management	1		
341-Administrative Officer	1		
343-Management and Program Analysis	2		1
401-General Natural Resources Management and Biological Sciences	23	5	11
404-Biological Science Technician	1	1	
408-Ecology	7	3	1
415-Toxicology	6	2	1
690-Industrial Hygiene	1		1
DURHAM, NORTH CAROLINA	530	138	110
101-Social Science	1		
1035-Public Affairs	4	1	1
1101-General Business and Industry	1		
1102-Contracting	1		
1301-General Physical Science	130	24	19
1306-Health Physics	3	1	
1311-Physical Science Technician	1		
1315-Hydrology	1		
1320-Chemistry	28	8	7
1350-Geology	1	1	
1399-Physical Science Student Trainee	1		
1412-Technical Information Services	2		
150-Geography	1		
1529-Mathematical Statistics	4	3	
1530-Statistics	3		1
1550-Computer Science	4		1
1640-Facility Operations Services	1	1	
180-Psychology	2		
184-Sociology	1		
2210-Information Technology Management	14	5	2
28-Environmental Protection Specialist	6	1	1
301-Miscellaneous Administration and Program	12	3	2
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	1	1	
340-Program Management	6	2	3
341-Administrative Officer	8	4	2
343-Management and Program Analysis	55	8	27
399-Administration and Office Support Student Trainee	1		

401-General Natural Resources Management and Biological Sciences	117	34	33
403-Microbiology	3	1	
404-Biological Science Technician	1	1	
408-Ecology	7	2	1
413-Physiology	2	1	
415-Toxicology	30	9	3
560-Budget Analysis	13	2	
601-General Health Science	16	2	
602-Medical Officer	1	1	
690-Industrial Hygiene	2		
801-General Engineering	4	1	2
802-Engineering Technical	10	5	
819-Environmental Engineering	22	9	4
830-Mechanical Engineering	2	1	
856-Electronics Technical	1	1	
858-Bioengineering and Biomedical Engineering	1		1
893-Chemical Engineering	3	3	
#N/A	1	1	
EDISON, NEW JERSEY	8	5	2
1301-General Physical Science	1	1	
28-Environmental Protection Specialist	1	1	
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
601-General Health Science	1	1	
819-Environmental Engineering	2		1
893-Chemical Engineering	1	1	
GROSSE ILE, MICHIGAN	2		
819-Environmental Engineering	2		
GULF BREEZE, FLORIDA	58	12	13
101-Social Science	1		
1102-Contracting	2	1	
1301-General Physical Science	1		
1320-Chemistry	2	1	1
150-Geography	1		
1601-Equipment, Facilities, and Services	1		1
1640-Facility Operations Services	1		1
2001-General Supply	1		1
2210-Information Technology Management	2		1
301-Miscellaneous Administration and Program	1		1
341-Administrative Officer	1		
343-Management and Program Analysis	2	1	1
401-General Natural Resources Management and Biological Sciences	23	5	3
403-Microbiology	5	2	2
404-Biological Science Technician	1		1
408-Ecology	10	2	
415-Toxicology	1		
560-Budget Analysis	1		

690-Industrial Hygiene	1		
GULF,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
HAMPTON,VIRGINIA	1		1
819-Environmental Engineering	1		1
LAKEWOOD,COLORADO	1		
343-Management and Program Analysis	1		
LAS VEGAS,NEVADA	41	15	12
1102-Contracting	1		
1301-General Physical Science	13	6	3
1311-Physical Science Technician	1		
1320-Chemistry	7	2	2
1530-Statistics	1	1	
1550-Computer Science	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2	1	
28-Environmental Protection Specialist	1		1
301-Miscellaneous Administration and Program	3	1	2
343-Management and Program Analysis	4	2	2
401-General Natural Resources Management and Biological Sciences	1	1	
408-Ecology	3	1	1
560-Budget Analysis	1		
690-Industrial Hygiene	1		
LENEXA,KANSAS	1		
1301-General Physical Science	1		
LOS ANGELES,CALIFORNIA	3		2
1301-General Physical Science	1		
1315-Hydrology	1		1
819-Environmental Engineering	1		1
NARRAGANSETT,RHODE ISLAN	66	27	17
1087-Editorial Assistance	1	1	
1102-Contracting	1	1	
110-Economist	2		
1301-General Physical Science	15	7	8
1311-Physical Science Technician	2		
1320-Chemistry	3	3	
1360-Oceanography	2	2	
1550-Computer Science	1	1	
1640-Facility Operations Services	2		1
2210-Information Technology Management	1	1	
301-Miscellaneous Administration and Program	1		
341-Administrative Officer	1		1
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	19	8	5
404-Biological Science Technician	1		
408-Ecology	10	2	2
560-Budget Analysis	1	1	

690-Industrial Hygiene	1		
NEW YORK, NEW YORK	1		
1301-General Physical Science	1		
NEWPORT, OREGON	10	4	
1301-General Physical Science	1		
1360-Oceanography	1		
150-Geography	1	1	
401-General Natural Resources Management and Biological Sciences	4	2	
408-Ecology	2		
482-Fish Biology	1	1	
NORWOOD, OHIO	1		
301-Miscellaneous Administration and Program	1		
OAKLAND, CALIFORNIA	1		
#N/A	1		
PHILADELPHIA, PENNSYLVANIA	1		
819-Environmental Engineering	1		
SAN FRANCISCO, CALIFORNIA	1		1
819-Environmental Engineering	1		1
SEATTLE, WASHINGTON	3		1
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		1
415-Toxicology	1		
SILVER SPRING, MARYLAND	1		
414-Entomology	1		
ST PAUL, MINNESOTA	1		
1301-General Physical Science	1		
ST PETERSBURG, FLORIDA	1		
408-Ecology	1		
WASHINGTON, DC	196	32	53
1035-Public Affairs	2		
1082-Writing and Editing	1		1
1101-General Business and Industry	2		1
1301-General Physical Science	31	4	11
1399-Physical Science Student Trainee	1		
190-General Anthropology	1		
2210-Information Technology Management	8		5
28-Environmental Protection Specialist	4	1	
301-Miscellaneous Administration and Program	18	4	6
318-Secretary	1	1	
340-Program Management	3	1	2
341-Administrative Officer	2		
343-Management and Program Analysis	56	6	13
344-Management and Program Clerical and Assistance	1		
399-Administration and Office Support Student Trainee	7		
401-General Natural Resources Management and Biological Sciences	28	9	4
403-Microbiology	1		
408-Ecology	1		

415-Toxicology	1		
501-Financial Administration and Program	2		1
560-Budget Analysis	12	1	6
601-General Health Science	3		1
602-Medical Officer	1		
801-General Engineering	1	1	
819-Environmental Engineering	6	3	1
#N/A	2	1	1
WILMINGTON,NORTH CAROLIN	1		1
2210-Information Technology Management	1		1
Grand Total	1580	417	324

1														
2														
12														
3														
1														
5														
2														
1														
1														
1463														

OCSP	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	1		
401-General Natural Resources Management and Biological Sciences	1		
ARLINGTON, VIRGINIA	588	113	133
1001-General Arts and Information	1	1	
110-Economist	12	3	1
1301-General Physical Science	21	3	4
1320-Chemistry	62	17	12
150-Geography	1		
1529-Mathematical Statistics	1		
1530-Statistics	3		2
2210-Information Technology Management	20	3	8
28-Environmental Protection Specialist	142	25	33
301-Miscellaneous Administration and Program	20	3	7
303-Miscellaneous Clerk and Assistant	2	1	
306-Government Information Specialist	8	1	1
326-Office Automation Clerical and Assistance	1		1
340-Program Management	8	2	4
343-Management and Program Analysis	42	12	21
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	156	26	32
403-Microbiology	5	2	1
405-Pharmacology	2		
408-Ecology	3		
414-Entomology	7		
415-Toxicology	19	5	
430-Botany	1	1	
434-Plant Pathology	3	2	
440-Genetics	1	1	
471-Agronomy	2	1	1
482-Fish Biology	1		
486-Wildlife Biology	4		2
499-Biological Science Student Trainee	2		
560-Budget Analysis	1		
601-General Health Science	5	1	
690-Industrial Hygiene	5		2
701-Veterinary Medical Science	1		
819-Environmental Engineering	8	3	1
905-General Attorney	1		
99-General Student Trainee	15		
#N/A	1		
ATHENS, GEORGIA	2		1
28-Environmental Protection Specialist	1		1

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments					
	by Grade																			
	1-4	5-8	9-11	12	13	14	15	SES	Other											
1																				
1																				
527																				
1																				
10																				
17																				
55																				
1																				
1																				
3																				
19																				
130																				
20																				
2																				
8																				
1																				
8																				
42																				
1																				
142																				
5																				
2																				
3																				
5																				
15																				
1																				
3																				
1																				
2																				
1																				
4																				
2																				
1																				
3																				
5																				
1																				
8																				
3																				
1																				
2																				
1																				

401-General Natural Resources Management and Biological Sciences	1		
CANADA	1		
408-Ecology	1		
CHICAGO, ILLINOIS	1	1	
28-Environmental Protection Specialist	1	1	
DALLAS, TEXAS	4	1	
28-Environmental Protection Specialist	4	1	
DRAKESVILLE, IOWA	1		1
1320-Chemistry	1		1
DURHAM, NORTH CAROLINA	2		
1320-Chemistry	1		
560-Budget Analysis	1		
FORT MEADE, MARYLAND	18	5	4
1320-Chemistry	8	2	1
28-Environmental Protection Specialist	2	1	1
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	2		1
403-Microbiology	5	1	1
GAINESVILLE, FLORIDA	1		1
28-Environmental Protection Specialist	1		1
GULF BREEZE, FLORIDA	1		
1529-Mathematical Statistics	1		
NEW YORK, NEW YORK	1		
1320-Chemistry	1		
SAN FRANCISCO, CALIFORNIA	2	1	
28-Environmental Protection Specialist	1		
401-General Natural Resources Management and Biological Sciences	1	1	
SANTURCE, PUERTO RICO	1		1
1320-Chemistry	1		1
WASHINGTON, DC	370	82	84
1035-Public Affairs	2		1
1082-Writing and Editing	2	2	
110-Economist	9		2
1301-General Physical Science	18	4	
1320-Chemistry	22	6	5
1412-Technical Information Services	1	1	
1530-Statistics	1	1	
2210-Information Technology Management	18	5	2
28-Environmental Protection Specialist	114	24	22
301-Miscellaneous Administration and Program	26	9	10
303-Miscellaneous Clerk and Assistant	1	1	
306-Government Information Specialist	1		1
318-Secretary	1	1	
340-Program Management	9	1	8
341-Administrative Officer	2	1	
343-Management and Program Analysis	43	8	15
401-General Natural Resources Management and Biological Sciences	38	4	3

1															
1															
1															
1															
1															
4															
4															
1															
1															
2															
1															
1															
17															
7															
2															
1															
2															
5															
1															
1															
1															
1															
1															
2															
1															
1															
1															
1															
314															
2															
2															
6															
14															
18															
1															
1															
15															
99															
26															
1															
1															
1															
9															
2															
42															
21															

403-Microbiology	3	3	
408-Ecology	1	1	
415-Toxicology	20	3	1
482-Fish Biology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		2
601-General Health Science	2		1
690-Industrial Hygiene	2	1	
819-Environmental Engineering	4		2
893-Chemical Engineering	14	3	5
905-General Attorney	9	1	3
#N/A	3	2	
Grand Total	994	203	225

3															
1															
17															
1															
1															
2															
1															
2															
4															
12															
6															
3															
876															

Note: Max number of offers per series for all locations are listed under Washington DC

Office of Water		Total Non-Term Employees
ARLINGTON,VIRGINIA- OST		1
28-Environmental Protection Specialist		1
CINCINNATI,OHIO - OGWDW		31
1301-General Physical Science		3
28-Environmental Protection Specialist		4
318-Secretary		1
343-Management and Program Analysis		1
401-General Natural Resources Management and Biological Sciences		1
819-Environmental Engineering		8
1350-Geology		
601-General Health Science		
1320-Chemistry		
MONTCLAIR,NEW JERSEY - OGWDW		1
28-Environmental Protection Specialist		1
WASHINGTON,DC		547
28-Environmental Protection Specialist		167
OAA		
OGWDW		
OST		
OWM		
OWOW		
301-Miscellaneous Administration and Program		22
OAA		
OGWDW		
OST		
OWM		
OWOW		
303-Miscellaneous Clerk and Assistant - OWOW		1
340-Program Management		16
341-Administrative Officer - OGWDW		1
343-Management and Program Analysis		78
OAA		
OGWDW		
OST		
OWM		
OWOW		
344-Management and Program Clerical and Assistance- OGWDW		1
401-General Natural Resources Management and Biological Sciences		39
OGWDW		
OST		
OWM		

			# of Targeted Positions										
			by Grade										
Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers
		1											
		1					1					1	
2	4	30											
		3					2	1				3	
1	1	4					1	2				3	
		1			1							1	
		1					1					1	
		1						1				1	
	1	8					6		1			7	
							1					1	
							1					1	
							4	3				7	
		1											
		1						1				1	
101	90	470											
27	33	164										126	10
							2	3	2				
							8	14	6				
							1	11	4				
							12	14	6				
							17	16	10				
9	3	21										13	
							2	1	3				
							3						
							1						
							1	1					
								1					
1		1			1							1	
7	5	16											
	1							1				1	
21	24	74										59	
							4	5	4				
							7	2	2				
							4	1	2				
							6	7	3				
							5	4	3				
1		1			1							1	
4	3	24										18	
							2						
							6	3	2				
							1						

Attachment 2

[illegible]

403-Microbiology	OWOW	6
	OGWDW	
	OST	
408-Ecology (OWOW)		8
415-Toxicology (OST)		3
801-General Engineering		1
819-Environmental Engineering		44
	OGWDW	
	OST	
	OWM	
	OWOW	
893-Chemical Engineering		5
	OST	
	OWM	
1301-General Physical Science		73
	OGWDW	
	OST	
	OWM	
	OWOW	
1315-Hydrology (OGWDW)		1
1320-Chemistry		4
	OGWDW	
	OST	
	OWOW	
1350-Geology (OGWDW)		2
1515-Operations Research (OST)		1
1529-Mathematical Statistics (OGWDW)		2
2210-Information Technology Management		28
	OAA	
	OGWDW	
	OST	
	OWM	
	OWOW	
110-Economist		10
	OAA	
	OGWDW	
	OST	
1160-Financial Analysis		12
560-Budget Analysis		3
	OST	
	OWOW	
601-General Health Science		3
	OGWDW	
	OST	
1035-Public Affairs		8
	OAA	

1	1	6					4							2
													8	
							2							
							3	3						
1		1						1					1	
1		1						1					1	
1		1												
1		1					1						1	
3		6	34										28	
							4	4	5					
							3	2	2					
							5	2						
							1							
1		1	5										5	
							1	2						
								1	1					
9		4	51										50	
							7	8						
							12	4						
							5	1	2					
							7	1	3					
1		1	1				1						1	
1		1	3										3	
							1							
								1						
								1						
1		2	2					1	1				2	
		1	1						1				1	
1		1	1					1					1	
6		3	25										22	2
							1	4						
							4	3	1					
								1						
							1							
							3	3	1					
1		1	9										9	
							1	1						
							1	1						
							3	1	1					
		6												
		3											3	
							1	1						
							1							
1		1	2										2	
								1						
									1					
		1	8										8	
							1	3						

	OGWDW	
	OST	
	OWM	
	OWOW	
1109-Grants Management (OGWDW)		1
905-General Attorney		8
Grand Total		580

						1							
						1							
						1							
							1						
1		1				1						1	
2		8											
103	94	502		3	122	105	55				393	30	

Region 1	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BOSTON, MASSACHUSETTS	511	120	185
1035-Public Affairs	11	1	5
1101-General Business and Industry	2		
1102-Contracting	7		
1109-Grants Management	8	4	2
1160-Financial Analysis	2		1
1301-General Physical Science	72	18	22
1306-Health Physics	1		
1315-Hydrology	2		1
1350-Geology	1	1	
1399-Physical Science Student Trainee	1		
1810-General Investigating	1	1	
18-Safety and Occupational Health Management	2		
201-Human Resources Management	5	2	2
2210-Information Technology Management	19	4	6
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	85	22	39
29-Environmental Protection Assistant	8	2	5
301-Miscellaneous Administration and Program	9	2	3
303-Miscellaneous Clerk and Assistant	2	1	
304-Information Receptionist	1	1	
306-Government Information Specialist	1		1
318-Secretary	4	1	1
326-Office Automation Clerical and Assistance	2	1	
340-Program Management	8	3	5
342-Support Services Administration	3	1	
343-Management and Program Analysis	13	3	5
344-Management and Program Clerical and Assistance	1		1
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	29	4	6
499-Biological Science Student Trainee	9		
501-Financial Administration and Program	9		3
510-Accounting	3		1
525-Accounting Technician	1		1
560-Budget Analysis	4	2	2
80-Security Administration	1		
819-Environmental Engineering	121	29	56
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	54	17	17
950-Paralegal Specialist	3		
99-General Student Trainee	2		
CHELMSFORD, MASSACHUSETTS	4		

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
473															
11															
2															
5															
7															
2															
70															
1															
2															
1															
1															
1															
5															
19															
1															
84															
8															
9															
2															
1															
1															
4															
2															
8															
3															
13															
1															
18															
2															
8															
3															
1															
4															
1															
116															
53															
3															
2															

1301-General Physical Science	2		
819-Environmental Engineering	2		
LEXINGTON, MASSACHUSETTS	1		1
819-Environmental Engineering	1		1
NORTH CHELMSFORD, MASSACH	51	17	15
1301-General Physical Science	11	6	1
1320-Chemistry	16	5	6
1399-Physical Science Student Trainee	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	2		2
318-Secretary	1	1	
340-Program Management	1	1	
342-Support Services Administration	2		
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	5	3	
819-Environmental Engineering	8	1	4
899-Engineering and Architecture Student Trainee	1		
Grand Total	567	137	201

1															
1															
1															
1															
45															
10															
14															
1															
1															
2															
1															
1															
2															
1															
5															
7															
521															

Region 2	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ALBANY, NEW YORK	5	1	
1035-Public Affairs	1		
1301-General Physical Science	2	1	
819-Environmental Engineering	2		
BUFFALO, NEW YORK	1		
1301-General Physical Science	1		
EDISON, NEW JERSEY	143	34	45
1301-General Physical Science	66	15	29
1320-Chemistry	19	6	3
1350-Geology	1		1
28-Environmental Protection Specialist	4	1	
303-Miscellaneous Clerk and Assistant	2	2	
318-Secretary	4		2
401-General Natural Resources Management and Biological Sciences	20	3	3
403-Microbiology	4		
690-Industrial Hygiene	1		
801-General Engineering	2	1	
819-Environmental Engineering	19	6	6
830-Mechanical Engineering	1		1
GUAYNABO, PUERTO RICO	19	2	3
1035-Public Affairs	1		
1301-General Physical Science	6	1	
318-Secretary	2		2
819-Environmental Engineering	7	1	1
905-General Attorney	2		
#N/A	1		
NEW YORK, NEW YORK	582	159	181
1035-Public Affairs	14	3	4
1102-Contracting	9	4	2
1109-Grants Management	11	2	3
1160-Financial Analysis	1	1	
1301-General Physical Science	107	20	41
1306-Health Physics	2	1	
1315-Hydrology	4	3	
1320-Chemistry	1	1	
1350-Geology	15	9	2
1550-Computer Science	2		
1810-General Investigating	1		
201-Human Resources Management	7	2	2
2210-Information Technology Management	12	3	2
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	41	9	11

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
4															
1															
2															
1															
130															
63															
16															
1															
4															
2															
4															
14															
4															
1															
2															
18															
1															
16															
1															
6															
2															
6															
1															
542															
13															
9															
11															
1															
97															
2															
4															
1															
14															
2															
7															
12															
1															
41															

301-Miscellaneous Administration and Program	4	3	
303-Miscellaneous Clerk and Assistant	12	2	8
306-Government Information Specialist	3		2
308-Records Management	2		1
318-Secretary	26	3	14
326-Office Automation Clerical and Assistance	1	1	
340-Program Management	8	3	2
341-Administrative Officer	1	1	
342-Support Services Administration	1		
343-Management and Program Analysis	8	2	1
401-General Natural Resources Management and Biological Sciences	33	6	2
415-Toxicology	1	1	
501-Financial Administration and Program	4		1
505-Financial Management	1		
510-Accounting	9		5
525-Accounting Technician	3		2
560-Budget Analysis	5		4
801-General Engineering	1	1	
808-Architecture	1		
819-Environmental Engineering	147	45	51
901-General Legal and Kindred Administration	1		
905-General Attorney	76	30	17
950-Paralegal Specialist	5	3	2
963-Legal Instruments Examining	1		1
NEW YORK,NEW YORK	2		1
1035-Public Affairs	1		1
401-General Natural Resources Management and Biological Sciences	1		
NIAGARA FALLS,NEW YORK	1	1	
1035-Public Affairs	1	1	
SAN JUAN,PUERTO RICO	3	1	
510-Accounting	1		
819-Environmental Engineering	1	1	
905-General Attorney	1		
SANTURCE,PUERTO RICO	24	6	6
1301-General Physical Science	6	1	1
1350-Geology	1		
318-Secretary	1	1	
401-General Natural Resources Management and Biological Sciences	1		1
819-Environmental Engineering	14	4	4
905-General Attorney	1		
ST THOMAS,VIRGIN ISLANDS	2		1
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		1
STAMFORD,CONNECTICUT	1	1	
1301-General Physical Science	1	1	
VIEQUES, VIEQUES,PUERTO	1		1
819-Environmental Engineering	1		1

4																			
12																			
2																			
1																			
26																			
1																			
7																			
1																			
8																			
23																			
1																			
4																			
1																			
9																			
3																			
5																			
1																			
1																			
139																			
1																			
71																			
5																			
1																			
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1																			
14																			
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1																			

Grand Total	784	205	238
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726														
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Region 3	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANNAPOLIS JUNC, MARYLAND	1		
28-Environmental Protection Specialist	1		
ANNAPOLIS, MARYLAND	21	6	6
1035-Public Affairs	1		
1301-General Physical Science	5	1	3
28-Environmental Protection Specialist	9	1	3
318-Secretary	1	1	
340-Program Management	2	2	
341-Administrative Officer	1		
343-Management and Program Analysis	1	1	
819-Environmental Engineering	1		
BLUEMONT, VIRGINIA	1		
819-Environmental Engineering	1		
CHARLESTON, WEST VIRGINIA	2		
301-Miscellaneous Administration and Program	1		
905-General Attorney	1		
FORT MEADE, MARYLAND	45	11	9
1301-General Physical Science	16	5	4
1320-Chemistry	15	3	3
1399-Physical Science Student Trainee	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
301-Miscellaneous Administration and Program	2		1
342-Support Services Administration	1		
401-General Natural Resources Management and Biological Sciences	4	1	
819-Environmental Engineering	3	2	
905-General Attorney	1		1
HERNDON, VIRGINIA	1		1
905-General Attorney	1		1
PHILADELPHIA, PENNSYLVANIA	739	180	197
1035-Public Affairs	19	6	3
1101-General Business and Industry	1		
1102-Contracting	12	5	2
1109-Grants Management	11	4	3
1160-Financial Analysis	5	2	
1301-General Physical Science	154	26	28
1306-Health Physics	1		1
1315-Hydrology	1	1	
1340-Meteorology	1		
1350-Geology	5	1	2
1399-Physical Science Student Trainee	4		
1810-General Investigating	4	3	

	# of Targeted Positions														
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	
1															
1															
20															
5															
9															
1															
2															
1															
1															
1															
1															
1															
2															
1															
1															
38															
16															
11															
1															
1															
1															
1															
3															
3															
1															
1															
1															
643															
19															
1															
12															
9															
5															
130															
1															
1															
1															
5															
4															

18-Safety and Occupational Health Management	1		
201-Human Resources Management	12	3	1
2210-Information Technology Management	19	7	5
2299-Information Technology Student Trainee	2		
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	89	29	43
299-Human Resources Management Student Trainee	1		
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	13	2	6
303-Miscellaneous Clerk and Assistant	9	1	
306-Government Information Specialist	1		1
308-Records Management	1		
318-Secretary	18	3	9
326-Office Automation Clerical and Assistance	2	2	
340-Program Management	10	4	5
342-Support Services Administration	4	1	3
343-Management and Program Analysis	19	4	3
350-Equipment Operator	1	1	
401-General Natural Resources Management and Biological Sciences	75	5	4
408-Ecology	3	1	1
414-Entomology	1		
415-Toxicology	9	3	5
457-Soil Conservation	1	1	
499-Biological Science Student Trainee	4		
501-Financial Administration and Program	6	4	2
505-Financial Management	1	1	
510-Accounting	8	1	4
525-Accounting Technician	1		
560-Budget Analysis	1	1	
819-Environmental Engineering	128	33	35
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	70	23	27
950-Paralegal Specialist	4	1	1
#N/A	2	1	
RICHMOND,VIRGINIA	1		1
1301-General Physical Science	1		1
TITUSVILLE,PENNSYLVANIA	1		1
1301-General Physical Science	1		1
WASHINGTON,DC	1		
28-Environmental Protection Specialist	1		
WHEELING,WEST VIRGINIA	13	2	2
1301-General Physical Science	2	1	
1315-Hydrology	1	1	
28-Environmental Protection Specialist	2		1
401-General Natural Resources Management and Biological Sciences	7		
819-Environmental Engineering	1		1

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10																			
19																			
1																			
88																			
1																			
1																			
13																			
9																			
1																			
1																			
18																			
2																			
10																			
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16																			
1																			
42																			
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1																			
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7																			
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111																			
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70																			
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111																			
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70																			
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1																			
1																			
1																			
1																			
13																			
2																			
1																			
2																			
7																			
1																			

Grand Total	826	199	217
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[illegible]

Region 4	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ATHENS, GEORGIA	85	14	15
1301-General Physical Science	20	4	5
1311-Physical Science Technician	1	1	
1320-Chemistry	20	4	2
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	2		
28-Environmental Protection Specialist	1		
301-Miscellaneous Administration and Program	1	1	
318-Secretary	2		
341-Administrative Officer	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	18	2	4
415-Toxicology	1		
819-Environmental Engineering	15	2	4
ATLANTA, GEORGIA	806	148	275
1001-General Arts and Information	1	1	
1035-Public Affairs	13		4
1071-Audiovisual Production	2		1
1084-Visual Information	1		1
1101-General Business and Industry	2		2
1102-Contracting	9	1	1
1106-Procurement Clerical and Technician	1	1	
1109-Grants Management	10	3	3
1160-Financial Analysis	3	1	
1301-General Physical Science	158	27	61
1315-Hydrology	5	1	
1320-Chemistry	1		
1350-Geology	2	2	
150-Geography	1		
1810-General Investigating	5	1	3
201-Human Resources Management	6	2	2
2210-Information Technology Management	12	2	5
260-Equal Employment Opportunity	2		1
28-Environmental Protection Specialist	58	12	25
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	23	4	8
303-Miscellaneous Clerk and Assistant	15	6	2
306-Government Information Specialist	11	3	7
308-Records Management	2		
318-Secretary	11	3	6
326-Office Automation Clerical and Assistance	1		
335-Computer Clerk and Assistant	1		1

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
71															
15															
1															
17															
1															
1															
1															
1															
1															
2															
16															
1															
14															
730															
1															
10															
2															
1															
2															
9															
1															
9															
3															
147															
3															
1															
2															
5															
6															
12															
2															
52															
1															
20															
14															
9															
1															
10															
1															
1															

340-Program Management	12	4	6
341-Administrative Officer	3		2
342-Support Services Administration	3		
343-Management and Program Analysis	24	2	15
3502-Laboring	1		
401-General Natural Resources Management and Biological Sciences	91	14	15
408-Ecology	2		
415-Toxicology	4		3
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	7	3	4
505-Financial Management	1		1
510-Accounting	2		1
560-Budget Analysis	11	4	3
5703-Motor Vehicle Operating	2		
601-General Health Science	1		1
690-Industrial Hygiene	1		
801-General Engineering	1	1	
80-Security Administration	2		
819-Environmental Engineering	212	39	70
840-Nuclear Engineering	1		1
905-General Attorney	65	10	18
950-Paralegal Specialist	1	1	
986-Legal Assistance	1		1
BAY ST LOUIS, MISSISSIPPI	11	1	3
1301-General Physical Science	2		1
28-Environmental Protection Specialist	1		
340-Program Management	2		2
343-Management and Program Analysis	3	1	
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	1		
CHARLOTTE, NORTH CAROLINA	1		
819-Environmental Engineering	1		
CRAWFORDVILLE, FLORIDA	1		
401-General Natural Resources Management and Biological Sciences	1		
DURHAM, NORTH CAROLINA	1	1	
28-Environmental Protection Specialist	1	1	
GULFPORT, MISSISSIPPI	3		
1301-General Physical Science	1		
819-Environmental Engineering	2		
JACKSON, MISSISSIPPI	1		1
819-Environmental Engineering	1		1
JACKSON, TENNESSEE	1		1
819-Environmental Engineering	1		1
JACKSONVILLE, FLORIDA	1		1
1301-General Physical Science	1		1
LOUISVILLE, KENTUCKY	1	1	
819-Environmental Engineering	1	1	

11																	
3																	
3																	
22																	
1																	
77																	
2																	
4																	
7																	
1																	
2																	
8																	
2																	
1																	
1																	
1																	
1																	
195																	
1																	
60																	
1																	
1																	
11																	
2																	
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MOBILE,ALABAMA	1		1
401-General Natural Resources Management and Biological Sciences	1		1
WEST PALM BEACH,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
Grand Total	914	166	297

1															
1															
1															
1															
823															

Region 5	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
CARTERVILLE, ILLINOIS	1		1
1301-General Physical Science	1		1
CHICAGO HTS, ILLINOIS	1		
401-General Natural Resources Management and Biological Sciences	1		
CHICAGO, ILLINOIS	1036	255	296
1035-Public Affairs	18	5	5
1060-Photography	1		
1082-Writing and Editing	2	1	
1084-Visual Information	2		1
1101-General Business and Industry	2	1	
1102-Contracting	20	2	6
1106-Procurement Clerical and Technician	1		1
1109-Grants Management	12	1	3
1160-Financial Analysis	5	2	
1301-General Physical Science	201	43	50
1306-Health Physics	2	1	1
1315-Hydrology	3		
1320-Chemistry	25	8	1
1340-Meteorology	1		1
1350-Geology	11	5	2
1399-Physical Science Student Trainee	3		
1530-Statistics	1	1	
1702-Education and Training Technician	2	1	1
1750-Instructional Systems	1		
1810-General Investigating	5	3	1
18-Safety and Occupational Health Management	3		
2001-General Supply	2		
201-Human Resources Management	10	3	2
20-Community Planning	4		
2210-Information Technology Management	31	6	5
260-Equal Employment Opportunity	4	1	2
28-Environmental Protection Specialist	160	46	73
301-Miscellaneous Administration and Program	24	5	13
303-Miscellaneous Clerk and Assistant	25	9	9
305-Mail and File	1		
306-Government Information Specialist	12	3	5
308-Records Management	9	1	4
318-Secretary	4		1
326-Office Automation Clerical and Assistance	1		
335-Computer Clerk and Assistant	1	1	
340-Program Management	22	10	6
341-Administrative Officer	5	1	3

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
939															
18															
1															
2															
2															
2															
18															
1															
12															
5															
180															
2															
1															
22															
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9															
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155															
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25															
1															
11															
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3															
1															
1															
22															
5															

343-Management and Program Analysis	34	13	8
344-Management and Program Clerical and Assistance	3	1	1
399-Administration and Office Support Student Trainee	11	1	
401-General Natural Resources Management and Biological Sciences	42	7	5
403-Microbiology	1		
408-Ecology	3	1	
415-Toxicology	3	2	
471-Agronomy	1		
501-Financial Administration and Program	4	3	1
505-Financial Management	1		1
510-Accounting	15	5	5
560-Budget Analysis	7	1	1
599-Financial Management Student Trainee	2		
601-General Health Science	4	2	1
80-Security Administration	2		2
819-Environmental Engineering	159	23	43
890-Agricultural Engineering	1		
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	3		
905-General Attorney	94	32	29
950-Paralegal Specialist	3	3	
986-Legal Assistance	1		1
999-Legal Occupations Student Trainee	3		
#N/A	2	1	1
CINCINNATI, OHIO	1		1
1301-General Physical Science	1		1
CLEVELAND, OHIO	1		
28-Environmental Protection Specialist	1		
DETROIT, MICHIGAN	2		1
1301-General Physical Science	1		1
415-Toxicology	1		
ELMHURST, ILLINOIS	1		
1301-General Physical Science	1		
FLINT, MICHIGAN	1		
1035-Public Affairs	1		
GREEN BAY, WISCONSIN	1		
1301-General Physical Science	1		
GROSSE ILE, MICHIGAN	13		3
1301-General Physical Science	9		1
1670-Equipment Services	1		
303-Miscellaneous Clerk and Assistant	1		1
401-General Natural Resources Management and Biological Sciences	2		1
INDIANAPOLIS, INDIANA	2		
1301-General Physical Science	1		
401-General Natural Resources Management and Biological Sciences	1		
MADISON, WISCONSIN	1		1
401-General Natural Resources Management and Biological Sciences	1		1

34																			
3																			
2																			
36																			
1																			
3																			
3																			
1																			
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134																			
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MINNEAPOLIS, MINNESOTA	1	1	
1301-General Physical Science	1	1	
ST PAUL, MINNESOTA	1		
1301-General Physical Science	1		
TRAVERSE CITY, MICHIGAN	2	1	1
28-Environmental Protection Specialist	1		1
819-Environmental Engineering	1	1	
WESTLAKE, OHIO	17	1	5
1301-General Physical Science	6	1	2
1350-Geology	2		1
301-Miscellaneous Administration and Program	1		1
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	6		1
Grand Total	1082	258	309

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1															
2															
1															
1															
14															
4															
2															
1															
2															
5															
978															

Region 6	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ADA, OKLAHOMA	1		
28-Environmental Protection Specialist	1		
DALLAS, TEXAS	687	204	158
1001-General Arts and Information	1	1	
1035-Public Affairs	11	3	4
1102-Contracting	7	1	1
1109-Grants Management	10		5
1160-Financial Analysis	1		
1301-General Physical Science	148	44	22
1306-Health Physics	1	1	
1350-Geology	3	1	1
18-Safety and Occupational Health Management	1	1	
201-Human Resources Management	6		1
2210-Information Technology Management	9	2	2
260-Equal Employment Opportunity	2	1	
28-Environmental Protection Specialist	139	49	41
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	19	7	3
306-Government Information Specialist	3	1	2
308-Records Management	1	1	
318-Secretary	14	6	5
326-Office Automation Clerical and Assistance	1		
340-Program Management	8	6	1
341-Administrative Officer	3	2	1
342-Support Services Administration	7	1	3
343-Management and Program Analysis	21	7	3
344-Management and Program Clerical and Assistance	1	1	
391-Telecommunications	2		1
401-General Natural Resources Management and Biological Sciences	49	4	4
415-Toxicology	3	1	1
501-Financial Administration and Program	8	3	2
505-Financial Management	1		
510-Accounting	3	1	1
560-Budget Analysis	1		1
80-Security Administration	1		
819-Environmental Engineering	132	43	39
905-General Attorney	63	13	10
950-Paralegal Specialist	5	2	3
986-Legal Assistance	1		1
EL PASO, TEXAS	6	2	2
1301-General Physical Science	1		
28-Environmental Protection Specialist	1	1	

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
619															
1															
9															
5															
9															
1															
136															
1															
3															
1															
6															
8															
2															
134															
1															
18															
3															
1															
13															
1															
8															
3															
6															
20															
1															
2															
23															
3															
8															
3															
1															
127															
55															
5															
1															
6															
1															
1															

318-Secretary	1	1	
819-Environmental Engineering	3		2
HOUSTON, TEXAS	41	19	6
1035-Public Affairs	1	1	
1301-General Physical Science	8	3	4
1320-Chemistry	19	10	1
1399-Physical Science Student Trainee	2		
28-Environmental Protection Specialist	1		
343-Management and Program Analysis	1	1	
344-Management and Program Clerical and Assistance	1	1	
401-General Natural Resources Management and Biological Sciences	3	1	1
819-Environmental Engineering	4	1	
905-General Attorney	1	1	
NEW ORLEANS, LOUISIANA	1		
1301-General Physical Science	1		
PAWHUSKA, OKLAHOMA	2	2	
819-Environmental Engineering	2	2	
Grand Total	738	227	166

1															
3															
40															
1															
8															
19															
1															
1															
1															
1															
3															
4															
1															
1															
1															
2															
2															
669															

Region 7	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
COLUMBUS,KANSAS	1		
401-General Natural Resources Management and Biological Sciences	1		
DES MOINES,IOWA	1	1	
819-Environmental Engineering	1	1	
FENTON,MISSOURI	3		
1301-General Physical Science	2		
28-Environmental Protection Specialist	1		
KANSAS CITY,KANSAS	53	12	9
1301-General Physical Science	14	3	3
1320-Chemistry	17	4	2
1399-Physical Science Student Trainee	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	4	1	1
318-Secretary	1		
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	7	1	
690-Industrial Hygiene	1	1	
819-Environmental Engineering	6	1	2
KANSAS CITY,MISSOURI	6	1	
1301-General Physical Science	4		
343-Management and Program Analysis	1	1	
819-Environmental Engineering	1		
LENEXA,KANSAS	442	61	101
1035-Public Affairs	11	2	2
1084-Visual Information	2		1
1101-General Business and Industry	2	1	
1102-Contracting	10	1	1
1109-Grants Management	6	3	
1160-Financial Analysis	1		1
1301-General Physical Science	102	10	21
1340-Meteorology	1		
1350-Geology	3		
1410-Librarian	1	1	
2001-General Supply	1		
2005-Supply Clerical and Technician	1	1	
201-Human Resources Management	4		3
20-Community Planning	2		
2210-Information Technology Management	9	2	
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	43	5	13
301-Miscellaneous Administration and Program	6	2	
306-Government Information Specialist	3	2	

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
1															
1															
3															
2															
1															
46															
12															
16															
1															
4															
1															
6															
1															
5															
6															
4															
1															
1															
384															
10															
2															
2															
10															
6															
1															
89															
2															
1															
1															
1															
4															
1															
6															
1															
39															
6															
3															

308-Records Management	2		1
318-Secretary	15	1	2
326-Office Automation Clerical and Assistance	1		
340-Program Management	11	2	6
342-Support Services Administration	2		2
343-Management and Program Analysis	29	3	4
399-Administration and Office Support Student Trainee	2		
401-General Natural Resources Management and Biological Sciences	33	2	1
408-Ecology	3		1
415-Toxicology	1		
501-Financial Administration and Program	3		
503-Financial Clerical and Assistance	2		1
505-Financial Management	1		1
510-Accounting	4		1
511-Auditing	1		1
560-Budget Analysis	1		
690-Industrial Hygiene	1		
801-General Engineering	1		1
808-Architecture	1	1	
80-Security Administration	1		
819-Environmental Engineering	63	14	25
840-Nuclear Engineering	2		
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	42	8	10
950-Paralegal Specialist	5		1
99-General Student Trainee	3		
#N/A	1		1
NORWOOD, OHIO	1		1
560-Budget Analysis	1		1
SHALIMAR, FLORIDA	1		
510-Accounting	1		
WEBB CITY, MISSOURI	1		1
1301-General Physical Science	1		1
Grand Total	509	75	112

2															
15															
1															
11															
2															
27															
1															
23															
3															
1															
2															
2															
1															
4															
1															
1															
1															
1															
1															
1															
53															
2															
37															
5															
1															
1															
1															
1															
1															
1															
1															
444															

Region 8	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BUTTE, MONTANA	1	1	
1301-General Physical Science	1	1	
DENVER, COLORADO	486	92	110
1035-Public Affairs	11	1	1
1101-General Business and Industry	1		
1102-Contracting	6		3
1109-Grants Management	7	1	1
1160-Financial Analysis	2		1
1301-General Physical Science	102	21	19
1320-Chemistry	2	1	
1350-Geology	1		
1530-Statistics	1		1
1640-Facility Operations Services	1		
2005-Supply Clerical and Technician	1		
201-Human Resources Management	3		1
2210-Information Technology Management	11	2	3
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	117	20	32
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	16	3	4
306-Government Information Specialist	3	1	1
308-Records Management	1		
318-Secretary	2		
326-Office Automation Clerical and Assistance	1	1	
340-Program Management	4		3
343-Management and Program Analysis	19	3	8
401-General Natural Resources Management and Biological Sciences	9		1
403-Microbiology	1		
415-Toxicology	9	3	
501-Financial Administration and Program	7	2	3
503-Financial Clerical and Assistance	2		1
510-Accounting	6	1	1
601-General Health Science	1		
690-Industrial Hygiene	1		
80-Security Administration	2		1
819-Environmental Engineering	86	17	21
905-General Attorney	43	12	3
950-Paralegal Specialist	2	1	
986-Legal Assistance	1		
#N/A	2	1	1
GOLDEN, COLORADO	14	3	4
1301-General Physical Science	2	1	1

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
451															
11															
1															
5															
7															
2															
94															
2															
1															
1															
1															
1															
3															
11															
1															
115															
1															
14															
3															
1															
1															
1															
4															
19															
6															
1															
8															
7															
2															
5															
1															
1															
2															
79															
35															
2															
2															
13															
2															

1320-Chemistry	7	2	1
2210-Information Technology Management	1		
301-Miscellaneous Administration and Program	1		
401-General Natural Resources Management and Biological Sciences	3		2
HELENA,MONTANA	25	2	12
1035-Public Affairs	1		
1301-General Physical Science	7		4
1315-Hydrology	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	5		4
301-Miscellaneous Administration and Program	1		1
341-Administrative Officer	2	1	
401-General Natural Resources Management and Biological Sciences	1		
501-Financial Administration and Program	1		1
819-Environmental Engineering	4		1
905-General Attorney	1	1	
LIBBY,MONTANA	1		1
819-Environmental Engineering	1		1
PIERRE,SOUTH DAKOTA	1		
819-Environmental Engineering	1		
Grand Total	528	98	127

6															
1															
1															
3															
24															
1															
7															
1															
1															
5															
1															
2															
1															
1															
3															
1															
1															
1															
1															
1															
491															

Region 9	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
CARSON CITY, NEVADA	3	1	2
1301-General Physical Science	2	1	1
819-Environmental Engineering	1		1
HONOLULU, HAWAII	7	1	3
1035-Public Affairs	1		1
1301-General Physical Science	3	1	1
28-Environmental Protection Specialist	2		1
401-General Natural Resources Management and Biological Sciences	1		
LONG BEACH, CALIFORNIA	2		
1301-General Physical Science	1		
819-Environmental Engineering	1		
LOS ANGELES, CALIFORNIA	19	2	3
1035-Public Affairs	1		
1301-General Physical Science	1		
1810-General Investigating	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	8	1	1
318-Secretary	1		
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	3	1	
PACIFICA, CALIFORNIA	1		
343-Management and Program Analysis	1		
RICHMOND, CALIFORNIA	11	5	2
1301-General Physical Science	3	1	1
1320-Chemistry	4	2	
2210-Information Technology Management	1	1	
401-General Natural Resources Management and Biological Sciences	3	1	1
SACRAMENTO, CALIFORNIA	3		1
1301-General Physical Science	2		1
401-General Natural Resources Management and Biological Sciences	1		
SAN DIEGO, CALIFORNIA	8		4
28-Environmental Protection Specialist	6		2
819-Environmental Engineering	2		2
SAN FRANCISCO, CALIFORNIA	677	134	193
1035-Public Affairs	5		1
1071-Audiovisual Production	1		
1082-Writing and Editing	2	1	1
1101-General Business and Industry	7	1	5
1102-Contracting	12	3	1
1109-Grants Management	13	1	8
1301-General Physical Science	99	19	25

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
3															
2															
1															
7															
1															
3															
2															
1															
2															
1															
1															
19															
1															
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1															
8															
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11															
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4															
1															
3															
3															
2															
1															
7															
5															
2															
619															
4															
1															
2															
7															
12															
12															
84															

1320-Chemistry	1		1
1370-Cartography	2		1
1410-Librarian	1	1	
150-Geography	1		1
1810-General Investigating	1		1
18-Safety and Occupational Health Management	1		1
201-Human Resources Management	4	3	1
2210-Information Technology Management	21	7	11
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	201	37	59
29-Environmental Protection Assistant	3	1	2
301-Miscellaneous Administration and Program	6	1	3
303-Miscellaneous Clerk and Assistant	8	3	2
306-Government Information Specialist	1		
308-Records Management	1		1
318-Secretary	6	3	1
340-Program Management	7	4	2
341-Administrative Officer	6	3	2
342-Support Services Administration	1		1
343-Management and Program Analysis	11	3	3
391-Telecommunications	3	1	1
401-General Natural Resources Management and Biological Sciences	42	3	6
415-Toxicology	3	1	2
501-Financial Administration and Program	2	1	1
505-Financial Management	1		1
510-Accounting	3	1	1
560-Budget Analysis	14	4	2
561-Budget Clerical and Assistance	1		
690-Industrial Hygiene	1	1	
80-Security Administration	2		1
819-Environmental Engineering	112	16	28
893-Chemical Engineering	1		
905-General Attorney	68	15	15
#N/A	1		
SHIPROCK,NEW MEXICO	1		
401-General Natural Resources Management and Biological Sciences	1		
STATELINE,NEVADA	1	1	
819-Environmental Engineering	1	1	
TUCSON,ARIZONA	2	1	
28-Environmental Protection Specialist	2	1	
YREKA,CALIFORNIA	1		
28-Environmental Protection Specialist	1		
Grand Total	736	145	208

1																	
2																	
1																	
1																	
1																	
1																	
4																	
20																	
1																	
192																	
3																	
6																	
8																	
1																	
1																	
6																	
7																	
6																	
1																	
11																	
3																	
33																	
3																	
2																	
1																	
3																	
14																	
1																	
1																	
2																	
99																	
61																	
1																	
1																	
1																	
1																	
2																	
2																	
1																	
1																	
677																	

Region 10	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANCHORAGE, ALASKA	27	3	3
1301-General Physical Science	5		
28-Environmental Protection Specialist	14	2	1
340-Program Management	1		1
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	4		1
819-Environmental Engineering	1		
89-Emergency Management Specialist	1		
BOISE, IDAHO	20	6	3
1301-General Physical Science	10	4	1
28-Environmental Protection Specialist	6	1	1
340-Program Management	1	1	
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		1
COEUR D'ALENE, IDAHO	1		1
28-Environmental Protection Specialist	1		1
EUGENE, OREGON	1	1	
28-Environmental Protection Specialist	1	1	
JUNEAU, ALASKA	2		1
1301-General Physical Science	1		1
28-Environmental Protection Specialist	1		
KING, WASHINGTON	1		
306-Government Information Specialist	1		
LACEY, WASHINGTON	9	1	4
1035-Public Affairs	1		
28-Environmental Protection Specialist	6	1	2
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	1		1
MANCHESTER, WASHINGTON	1		
403-Microbiology	1		
PORT ORCHARD, WASHINGTON	19	1	3
1301-General Physical Science	1		
1311-Physical Science Technician	1		
1320-Chemistry	10	1	1
1640-Facility Operations Services	1		
28-Environmental Protection Specialist	3		2
318-Secretary	1		
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		
PORTLAND, OREGON	22	6	4
1035-Public Affairs	1	1	

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
27															
5															
14															
1															
1															
4															
1															
1															
19															
10															
6															
1															
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1															
18															
1															
1															
10															
3															
1															
1															
1															
22															
1															

1301-General Physical Science	4	1	
201-Human Resources Management	1		
28-Environmental Protection Specialist	6	3	1
318-Secretary	1		
340-Program Management	2		2
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	2		1
408-Ecology	1		
819-Environmental Engineering	2	1	
905-General Attorney	1		
RICHLAND, WASHINGTON	7		3
1301-General Physical Science	4		2
819-Environmental Engineering	3		1
SEATTLE HEIGHTS, WASHINGT	1		
819-Environmental Engineering	1		
SEATTLE, WASHINGTON	435	90	102
1035-Public Affairs	8	2	1
1109-Grants Management	20	5	5
1301-General Physical Science	67	12	13
1306-Health Physics	1		
1315-Hydrology	1	1	
1320-Chemistry	4		1
1340-Meteorology	1		
201-Human Resources Management	2		1
2210-Information Technology Management	9	2	2
260-Equal Employment Opportunity	1	1	
28-Environmental Protection Specialist	146	27	38
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	19	5	1
303-Miscellaneous Clerk and Assistant	2	1	
306-Government Information Specialist	4		2
308-Records Management	2		2
318-Secretary	7	4	1
340-Program Management	6	2	3
342-Support Services Administration	1		
343-Management and Program Analysis	11	3	2
401-General Natural Resources Management and Biological Sciences	17	4	3
408-Ecology	5	1	4
415-Toxicology	6	2	
482-Fish Biology	1		
501-Financial Administration and Program	2	1	
503-Financial Clerical and Assistance	1	1	
510-Accounting	3		
560-Budget Analysis	7	3	
690-Industrial Hygiene	1		
80-Security Administration	2		
819-Environmental Engineering	38	6	14

4																			
1																			
6																			
1																			
2																			
1																			
2																			
1																			
2																			
1																			
7																			
4																			
3																			
1																			
1																			
394																			
8																			
13																			
58																			
1																			
1																			
3																			
1																			
2																			
9																			
1																			
134																			
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18																			
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16																			
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1																			
2																			
1																			
3																			
6																			
1																			
2																			
35																			

89-Emergency Management Specialist	2		
905-General Attorney	35	6	8
950-Paralegal Specialist	1		
#N/A	1		1
Grand Total	546	108	124

2														
30														
1														
1														
501														

VERA/VSIP Business Case Checklist

Region or Program Office: _____

Business Case

A brief, two-page summary that describes the circumstances leading to the request (e.g. efficiency/restructuring/reshaping,). Your business case must include a detailed summary of the program/region personnel and/or budgetary situation that will result in an excess of personnel due to workforce restructuring or reshaping. Review “Guiding Questions for Workforce Planning” for suggestions; example themes and justifications from past VERA/VSIP efforts are included in a separate file.

Information Required for VERA and VSIP Requests

- Identification of specific positions and functions to be reduced or eliminated (identified by organizational unit, geographic location, occupational category, grade level and any other factors related to the position). *
- A one paragraph description of how the program/region will operate without the eliminated/restructured positions.
- A one paragraph explanation of how VSIP will be used in conjunction with VERA.

VSIP-Specific Information

- A description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility). *
- The number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved). *
- A proposed organizational chart displaying the expected changes in the agency’s organizational structure after the agency has completed the incentive payments.

VERA-Specific Information

- Provide the total number of non-temporary employees in the agency or component of the agency undergoing change. *
- Provide the total number of non-temporary employees in the program/region who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation.
- Verify the total number of employees in the agency/organization who are eligible for early retirement. Exclude all employees who are eligible for optional retirement. *
- Include this statement: “The estimate of the total number of employees in the agency/organization who are expected to take early retirement is _____.”
- Provide a description of the types of personnel actions anticipated as a result of the program/region’s need for VERA (e.g., details, reassignments, etc.). This information need not be comprehensive. It should, however, be detailed enough to show how VERA will assist you in accomplishing your restructuring, reshaping, and/or downsizing plans—and the personnel actions you expect to take in concert with VERA to accomplish your goals.

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
(1) Annual Leave Pay Out for 12 GS15 step 7 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$218,218
(2) Annual Leave Pay Out for 9 GS14 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$135,259
(1) Annual Leave Pay Out for 9 GS13 step 6 targeted positions for VERA, Optional Retirement or Resignation	\$114,458
Total Maximum Direct Costs	\$1,217,935

- 1) Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.
 $\$75.77 \times 240 = \$18,184.80 \times 12 = \$218,217.60$
- 2) Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.
 $\$62.62 \times 240 = \$15,028.80 \times 9 = \$135,259.20$
- 3) Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs.
- 4) $\$52.99 \times 240 = \$12,717.60 \times 9 = \$114,458.40$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,868,232	\$97,916,549
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$92,326,686	\$92,413,369
E. Payroll for # New Hires	\$951,710	\$1,525,163
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$4,407,836	\$3,978,017
G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for # New Hires	\$78,750	\$105,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$131,250	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$4,539,086	\$4,083,017

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$5,529,018) + 35\% = \$97,686,232$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,494,987 + \$5,529,018) + 35\% = \$97,916,549$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of the employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\text{GS 15/7 } \$158,123 \times 12 = \$1,897,476$$

$$\text{GS 14/6 } \$130,692 \times 9 = \$1,176,228$$

$$\text{GS 13/6 } \$110,595 \times 9 = \$995,355$$

$$\text{Total payroll costs for targeted VERA/VSIP positions} = \$4,069,059 + 35\% =$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,494,987 - \$4,101,849 = \$68,454,348 + 35\% = \$92,326,686$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,494,987 - \$4,140,639 = \$68,454,348 + 35\% = \$92,413,369$$

E (FY18) Nine-month period assumes an entry-on-duty date January 1, 2018. Salary calculations are based on three quarters of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for more detail.

$$\text{GS 9/1 } \$54,972 \times 5 = \$274,860$$

$$\text{GS 11/1 } \$66,510 \times 10 = \$665,100$$

$$\text{Total } \$939,960 + 35\% = \$1,268,968 \times .75 = \$951,710$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for more detail.

$$\text{GS 9/1 } \$274,860 + \$57,690 = \$332,550$$

$$\text{GS 11/1 } \$665,100 + \$132,100 = \$797,200$$

$$\text{Total } \$332,550 + \$797,200 = \$1,129,750 + 35\% = \$1,525,163$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\$7,000 \times 30 = \$210,000$$

$$\$4,221,000 - \$210,000 = \$4,011,000$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 9 months is \$5,250.

$$\$5,250 \times 15 = \$78,750$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

Office of Water VERA and VSIP Justification

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructuring our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Identification of specific positions and functions to be reduced or eliminated (identified by organizational unit, geographic location, occupational category, grade level and any other factors related to the position).

See Attachment 1 -Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions by OW office and series.

Description of how the program/region will operate without the eliminated/restructured positions.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

Explanation of how VSIP will be used in conjunction with VERA.

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a

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VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce.

Description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility).

See Attachment 1 -Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions by OW office and series.

Number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved).

OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

Proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the incentive payments.

See Attachment 2

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish and/or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

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Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
Annual Leave Pay Out for 30 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions}	\$470,098
Total Maximum Direct Costs	\$1,220,098

- 1) Annual Leave payout is calculated based on the average grade and step for the target pool:

Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$

Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$75.77 \times 240 = \$18,185 \times 11 = \$200,033$

Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$

Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$

The total leave payout is the sum of $\$750,000 + \$20,342 + \$200,033 + \$135,261 + \$114,462 = \$1,220,098$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$97,863,133	\$97,906,351
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost (pre-VERA/VSIP payroll cost- payroll for 30 targeted positions)	\$92,302,143	\$92,302,143
E. Payroll for 15 New Hires (assumes 15 FTEs external to OW by mid-year in FY18)	\$634,473	\$1,525,163
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,926,517	\$4,079,045
G. Pre-VERA/VSIP Annual WCF Cost	\$4,221,000	\$4,221,000
H. Post VERA/VSIP Annual WCF Cost	\$4,011,000	\$4,011,000
I. WCF for 15 New Hires (assumes half of WCF costs for FY18; full WCF for FY19)	\$52,500	\$105,000
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$105,000
Projected Savings with VERA/VSIP (F + J)	\$5,084,017	\$4,184,045

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A (FY18). Pre-VERA/VSIP Payroll costs are calculated based on OW's workforce salary as of May 1, 2017 plus step increases for one-third of the V-V departures, with an additional 35% increase added to account for benefits. See attachment 4 for further details.

$$(\$72,459,197 + \$32,013) + 35\% = \$97,863,133$$

A (FY19). Pre-VERA/VSIP payroll costs are calculated based on OW's 2018 payroll estimate, plus step increases for one-third of the V-V departures. See attachment 4 for further details.

$$(\$72,491,210 + \$32,013) + 35\% = \$97,906,351$$

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered. See attachment 4 for further details.

$$\text{SL} \quad \$176,303 \times 1 = \$176,303$$

$$\text{GS 15/7} \quad \$158,123 \times 11 = \$1,739,353$$

$$\text{GS 14/6} \quad \$130,692 \times 9 = \$1,176,228$$

$$\text{GS 13/6} \quad \$110,595 \times 9 = \$995,355$$

$$\text{Total FY18 payroll costs for targeted VERA/VSIP positions} = \$4,087,239 + \$32,013 \text{ in step increases} = \$4,119,252 + 35\% = \$5,560,990$$

$$\text{Total FY19 payroll costs for targeted VERA/VSIP positions} = \$4,119,252 + \$32,013 \text{ in step increases} = \$4,151,265 + 35\% = \$5,604,208$$

D (FY18). Pre-VERA/VSIP payroll costs minus total payroll costs for targeted VERA/VSIP positions. See attachment 4 for further details.

$$\$72,491,210 - \$4,119,252 = \$68,371,958 + 35\% = \$92,302,143$$

D (FY19). Pre-VERA/VSIP 2018 payroll costs minus total payroll costs for targeted VERA/VSIP positions.

$$\$72,523,223 - \$4,151,265 = \$68,371,958 + 35\% = \$92,302,143$$

E (FY18) Assumes new hires will be on board for half of the fiscal year. Salary calculations are based on one half of the annual salary for the described grades as of January 2017 for an employee in Washington, D.C. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment for 4 for further details.

$$\text{GS 9/1} \quad \$54,972 \times 5 = \$274,860 \times .5 = \$137,430$$

$$\text{GS 11/1} \quad \$66,510 \times 10 = \$665,100 \times .5 = \$332,550$$

$$\text{Total} \quad \$137,430 + \$332,550 = \$469,980 + 35\% = \$634,473$$

E (FY19) Assumes new hires will be onboard for the entire fiscal year. Salary calculations are based on the annual salary for the described grades as of January 2017 for an employee in Washington, D.C., plus grade increases for the FY18 new hires. An additional 35% increase is added to account for benefits. The total is multiplied by the number of recruitments in each grade. See Attachment 4 for further details.

$$\text{GS 9/1} \quad \$274,860 + \$57,690 = \$332,550$$

$$\text{GS 11/1} \quad \$665,100 + \$132,100 = \$797,200$$

$$\text{Total} \quad \$332,550 + \$797,200 = \$1,129,750 + 35\% = \$1,525,163$$

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,863,133 - \$0 - \$0 - \$92,302,143 - \$634,473 = \$4,926,517$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$97,906,351 - 0 - 0 - \$92,302,143 - \$1,525,163 = \$4,079,045$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$7,000 \times 603 \text{ on-boards} = \$4,221,000$$

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H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$7,000 \times 30 &= \$210,000 \\ \$4,221,000 - \$210,000 &= \$4,011,000 \end{aligned}$$

I (FY18). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access. Cost for 6 months is \$3,500.

$$\$3,500 \times 15 = \$52,500$$

I (FY19). Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted new hires.

$$\$7,000 \times 15 = \$105,000$$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$52,500 = \$157,500$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$4,221,000 - \$4,011,000 - \$105,000 = \$105,000$$

FY18 Projected Savings with VERA/VSIP

$$\$4,926,517 + \$157,500 = \$5,084,017$$

FY19 Projected Savings with VERA/VSIP

$$\$4,079,045 + \$105,000 = \$4,184,045$$



**U.S. Environmental Protection Agency
Request for
Voluntary Separation Incentive Payments
and
Voluntary Early Retirement Authority
for
Office of Water
Staff Assigned to Headquarters Offices in Washington, DC, and Cincinnati, OH**

- I. Introduction**
- II. Background**
- III. Reshaping the Workforce**
- IV. Budget Neutrality/Costs/Savings**
- V. Template for Combined VSIP/VERA Request**

Attachments

- Attachment 1: Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions
- Attachment 2: Positions in Targeted Series Not Included in OW VERA/VSIP Plan
- Attachment 3: Projected Resource Needs and Savings FY 2015 through FY 2017
- Attachment 4: OW Organization Chart

**U.S. Environmental Protection Agency
Office of Water
Voluntary Separation Incentive Payments
and
Voluntary Early Retirement Authority**

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA) is requesting approval authority through May 1, 2014, for the use of Voluntary Separation Incentive Payments (VSIP/Buy-Out) and Voluntary Early Retirement Authority (VERA/Early-Out). The Office of Water (OW) will use these authorities to:

- Lower the number of full-time equivalents (FTEs) in the OW.
- Redirect or refocus resources in the OW.
- Focus on obtaining new skills in essential programmatic functions required for meeting agency strategic goals, new and expanded agency and office priorities, and federal environmental and programmatic mandates.
- Reshape the workforce to reflect changes in administrative programs; strengthen programmatic expertise with appropriate skills mix by reducing administrative support through efficiencies and by eliminating obsolete skills, and realigning FTEs across the program offices.
- Realign the organization's remaining FTEs in program offices to take advantage of efficiencies by combining functions.
- Reshape the current workforce to address skills gaps by creating vacancies to recruit new staff with critical knowledge, skills and abilities in key job classification series to create a higher-performing organization.
- Reduce and restructure existing staff layers to improve organizational productivity while reducing the FTE ceiling number to meet agency reductions in staffing and associated payroll costs.
- Restructure how administrative support is provided by pooling each office's resources to achieve efficiencies based on functional specialization and centralization.

The OW will offer a combination of VERA and VSIP to staff in targeted GS/GM 5-15 graded positions that regularly perform (10% or more) administrative functions¹ in the following job series:

- 0028 - Environmental Protection Specialist Series
- 0301 - Miscellaneous Administration and Program Series

¹ For this effort OW is defining administrative functions as Human Resources, Budget Execution (including Working Capital Fund), FOIA, Correspondence, Records Management, Timekeeping, Travel Coordination, Directives Clearance, Delegations, Facilities/Property Management, Web, IT support, Contracts Management and Grants Management.

- 0303 - Miscellaneous Clerk and Assistant Series
- 0318 – Secretary Series
- 0341 - Administrative Officer Series
- 0343 - Management and Program Analysis Series
- 0344 - Management and Program Clerical and Assistance Series
- 0560 - Budget Analysis Series
- 1035 - Public Affairs Series
- 1109 - Grants Management Specialist Series

Decisions on targeted positions were made by senior managers based on seniority, mission, and OW program needs required to reshape the workforce and to meet lower FTE ceilings. This proposal sets a maximum number of VSIP/VERA opportunities for each occupational series to be offered to OW employees with a duty station in Washington, DC, or where noted, in Cincinnati, OH. Decisions about who receives VERA and VSIP will be made based on the employees' official service computation date (SCD) and OW's program needs. The total number of years with EPA will serve as the tie breaker. If necessary, the total number of years with OW will serve as a second tie breaker. Questions regarding inclusion will be reviewed and decided by OW senior management. Environmental Protection Specialists and Management and Program Analysts with specialized skills who are performing key OW program functions, and do not regularly perform the administrative functions defined by OW management, are not included in this request.

Administrative support required by the OW is vastly different than even ten years ago. The evolution of electronic tools, such as the Agency's adoption of enterprise tools such as FOIA online, streamlined electronic records, travel preparation systems, word processing, email, scheduling, and the upcoming implementation of the Interior Business Center's personnel system, has changed the nature of many administrative functions. These improved tools and their inherent efficiencies in conducting the daily business process have enabled redistribution or elimination of administrative responsibilities and reduction in the number of personnel necessary to effectively perform these duties. Employees in each process area now require a greater proficiency in knowledge management, customer service and greater understanding of OW programs. The new technologies have streamlined and standardized processes across OW making it more efficient and effective to centralize this pool of resources.

Personnel attrition over the last several years in the OW has included a significant number in key scientific and analytical job series. This coupled with the Agency's inability to adequately backfill those series, has challenged the workforce to meet the science and engineering demands necessary to protect human health and the environment. Demands continue to grow in scope and complexity. As such, the OW is at a key juncture to realign and apply expertise as effectively and efficiently as intended to meet the Agency's mission. The OW must invest in the job series that support the key scientific, engineering, financial acumen, and analytical skills necessary. Therefore, the OW intends to acquire personnel among the following job series:

- 0110 – Economist Series
- 0401 - General Natural Resources Management and Biological Sciences Series
- 0403 – Microbiology Series

- 0408 – Ecology Series
- 0415 – Toxicology Series
- 0819 - Environmental Engineering Series
- 0893 - Chemical Engineering Series
- 1160 – Financial Analysis Series
- 1301 - General Physical Science Series
- 1306 - Health Physics Series
- 1310 - Physics Series
- 1315 – Hydrology Series
- 1320 – Chemistry Series
- 1350 – Geology Series
- 1529 - Mathematical Statistics Series
- 1530 – Statistics Series
- 2210 - Information Technology Management Series

For example, the OW is in need of:

- Additional statisticians and economists to support cost-benefit analyses and key decision-making during the regulatory development process.
- Engineers and scientists to expand the assessment of treatment technologies to mitigate harmful effects from more complex chemical contaminants.
- Hydrologists and geologists to develop and apply key carbon capture and geologic sequestration components while protecting underground sources of drinking water.
- Natural resource scientists to improve the quality of our nation's watersheds and urban waters.

II. Background

Since 1970, EPA has pursued its mission to protect human health and the environment. The EPA has approximately 17,000 employees across the country, which includes 13 program offices headquartered in Washington, DC, 10 regional offices and more than a dozen laboratories.

The OW is one of 13 program offices located at EPA Headquarters. It is comprised of five offices: the Office of the Assistant Administrator (OAA), the Office of Ground Water and Drinking Water (OGWDW), the Office of Science and Technology (OST), the Office of Wastewater Management (OWM), and the Office of Wetlands, Oceans and Watersheds (OWOW), with an operating budget of approximately \$737,700,000 for FY2013 (EPA is operating under a continuing resolution through January 15, 2014, so the OW FY13 operating budget is our best estimate until the Congress appropriates FY14 funding) and approximately 588 employees (586 are permanent) assigned in Washington, DC, and Cincinnati, OH.

Over 55% of OW's employees are Management and Program Analysts, Environmental Protection Specialists and Administrative support staff employees. As OW realigns resources to more efficiently and effectively meet its mission needs, FTE ceiling and workforce composition,

its offices need to change by realigning the workforce to address important public health and environmental issues such as:

- Improving the ability of small systems to sustainably provide safe drinking water.
- Ensuring that State Revolving funds are appropriately used to improve the nation's wastewater and drinking water infrastructure.
- Supporting State and Tribal programs by providing scientific water quality criteria information, which will include conducting scientific studies and developing or improving criteria for nutrients, pathogens, and chemical pollutants in ambient water.
- Implementing e-reporting requirements across all states to improve timely access to National Pollutant Discharge Elimination System program data.
- Working with states to improve the technical, managerial and financial capacity of their systems.
- Enhancing wastewater and drinking water system resiliency and protection against natural, accidental or intentional disasters.
- Replacing obsolete and expensive-to-maintain drinking water system information technology to address the most pressing water system issues and identify which systems have the greatest need.
- Increasing focus on regulating drinking water contaminants such as carcinogenic volatile organic compounds to provide public health protection more quickly and allow utilities to more effectively and efficiently plan for improvements.
- Providing implementation support to states and tribes in making sound permitting decisions and providing oversight related to implementation of EPA's guidance on hydraulic fracturing with diesel fuels.
- Working to meet emerging permitting demands associated with water supply needs, including injection of fluids for aquifer storage and recovery, stormwater and water reuse.
- Ensuring that water sector utilities have tools and information to prevent, detect, respond to and recover from all hazards including terrorist attacks and extreme weather events.
- Improving accountability in water quality protection and restoration, including development of a new approach to calculating improvements on a local/catchment basis.
- Partnering with states, academia and non-governmental organizations to implement new strategies focusing on protection of healthy watersheds and waters.
- Providing support to tribes to ensure the percentage of the Indian Country population served by community water systems is receiving drinking water that meets all applicable health-based standards.
- Enhancing and promoting water conservation through technical and public outreach.

Although there will be no changes in office structure, FTE ceiling reductions will need to be realigned to reflect the reshaping of administrative work and priorities and shifts in mission-critical functions across OW program offices. VERA/VSIP authorities will be targeted to ten specific job series across all offices in OW to assist in achieving sufficient flexibility. In concert with training opportunities, OW will be positioned to successfully reshape its workforce.

Restructuring the Administrative Support Workforce

Evolving technology, business processes and efficiencies have changed the way the OW accomplishes its administrative workload. The agency has moved to performing tasks

electronically rather than by circulating paper documents, thus also cutting down the need for copying and faxing services. Word processing technology has diminished the need for traditional typing skills and the implementation of automated travel and timekeeping has reduced the resources needed to perform these duties. The centralization effort will yield economies of scale and improved controls by ensuring consistent application of federal and Agency policies and protocols across the office.

Despite having undertaken only minimal external administrative support hiring over the past decade, OW's 171 targeted employees performing administrative functions remains a disproportionately large share (29%) of our 588 on-board workforce. A significant reduction of our administrative workforce is in the agency's interest. We seek to target 171 positions in 10 occupational series ranging in grade from GS-05 to GS-15 for a maximum of 28 VERA/VSIP offers.

III. Reshaping the Workforce

OW needs to reshape its workforce to meet technical, administrative and programmatic challenges facing the organization. The work of the office has changed significantly with the evolution of technology including automated travel systems, automated payroll and time and labor systems and the anticipated human resources line of business system. The traditional approach of having employees in each division or staff who provide administrative support is not practical and a more centralized approach is needed. Current work tools, approaches and procedures need to be updated and implemented in order to maximize the delivery of administrative services across the organization.

Restructure FTE Ceilings Throughout OW to Meet Changing Priorities

OW will need to reduce its FTE from 588 to 563 and centralize some administrative functions within program offices. In addition, OW's focus on programmatic priorities along with substantive technological changes in how work is accomplished necessitates an influx of new skills in key occupations at the same time it lowers its FTE ceiling.

The New Workforce to Meet Changing Priorities

OW will need to hire staff with the educational background and skills required to meet our organization's mission in the next three to five years and redeploy expected savings toward mission critical areas. VERA/VSIP authorities will assist OW in shaping the new organization with the necessary skills to meet changing OW priorities. New hires will also need to come equipped with critical knowledge of team building principles, working cooperatively and collaboratively with others, financial acumen and strong communication skills. All OW offices will need to realign resources and supplement the remaining workforce with some of the new skill sets to either increase workload capabilities or replace positions with obsolete skills. In addition, OW will realign resources and combine some other additional functions to capitalize on efficiencies. This approach will give OW a better chance of meeting lower ceilings and obtaining new skills faster.

IV. Budget Neutrality/Costs/Savings

Budget Neutrality

This request for VSIP and VERA, if approved, will be conducted so that no funds or resources other than those appropriated for use in Fiscal Year (FY) 2014 will be used or required.

As mandated by the Office of Management and Budget (OMB) for early-out/buy-out requests, the OW's request certifies that the early-out/buy-out will be budget neutral. That is, the early-out/buy-out authority will not result in any increased costs above current or future FY appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

Table 1 below provides a summary of the numbers of employees who are eligible for voluntary retirement (also called optional or standard retirement) and the number of employees who are eligible for early retirement, based on a combination of age and years of service under VERA.

TABLE 1: Summary of Employees Eligible to Retire				
Organization	Number of Employees in OW	Optional/Voluntary Retirement Eligible Employees	Early Retirement Eligible Employees	Total Number of Employees Eligible for VERA/VSIP
Office of Water	588	116	115	231

In FY 2011, OW's attrition rate was 5.6%, in FY 2012 it was 6.2%, and in FY2013 it was 5.5%. Using the same rate of attrition as last fiscal year (FY2013), OW can expect an approximate reduction of 32 employees due to attrition in FY 2014. While attrition alone would likely permit OW to reach planned total staffing levels, it would not provide flexibility for the hiring needed to reshape the workforce and rebalance FTEs. The VERA/VSIP authorities are needed to meet our organization's mission, redeploy expected savings toward mission critical areas, and meet the technical, administrative, and programmatic challenges facing the OW.

Table 2 provides the summary details of the number of combined VERA/VSIPs that OW plans to offer along with the number of new hires needed to complete the realignment process. Based on current OW attrition rates, and with the additional authority to use VERA and VSIP, OW should be able to meet the planned staffing ceiling reduction shown in the following table.

TABLE 2: Workforce Reshaping					
Affected Office	Current Staffing Level	Desired VERA/VSIP Offers	Anticipated Attrition in FY 2014	Desired Hires to Reshape Workforce	Planned Reduced Ceiling Staffing Levels After VERA/VSIP Offer
Office of Water	588	(28)	(32)	35	563

Table 3 provides detailed calculations showing how OW has assured budget neutrality in the proposal. The OW plans to use FY 2014 appropriated funds to pay for the direct costs associated with the buy-out. If the organization is under a Continuing Resolution (CR), the OW will comply with all applicable funding restrictions.

Direct Costs

TABLE 3: Estimated Direct Costs in FY2014	
*Targeted Positions (See details in Attachment 1):	
28 Targeted Positions for VSIP x \$25,000 (maximum cash buy-out)	\$700,000
(1) Annual leave payout for 28 targeted positions for VERA, Optional Retirement, or Resignation	\$389,900
Total Maximum Direct Cost	\$1,089,900

- (1) Hourly salary of a GS-13, Step 5 employee in Washington, D.C. times the estimated annual leave balance times the targeted number of VSIPs
 $\$48.35 \times 288 = \$13,925 \times 28 = \$389,900$
 288 hours is based on the assumption employees will have 240 hours of carryover leave plus 48 additional hours of leave earned during the 2014 leave year

Estimated Savings

We anticipate that any savings, estimated in Table 4 for FY 2014, as a result of VSIP authority, will be used to meet the OW's ongoing program goals and responsibilities.

TABLE 4: Estimated Savings in FY 2014	
(1) Six month estimated cost of salary plus benefits for 28 positions	\$1,907,080
(2) Add six month estimated cost of working capital funds	\$98,000
(Subtract Maximum Direct Cost from Table 3)	(\$1,089,900)
(3) (Subtract 3 months salary of 35 new employees from Table 2)	(\$609,910)
(4) (Subtract three months of working capital costs for 35 new employees)	(\$61,250)
(5) Total Projected Savings for FY 2014	\$244,020
(6) Total Savings Projected for FY 2015 through FY 2017	\$2,149,286

- (1) Six month period is based on an employee being on board October 1, 2013, through April 4, 2014. Salary calculations are based on half of the annual salary of a GS-13, Step 5 employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VSIPs.
 $\$100,904 \times 35\% = \$136,220/2 = \$68,110 \times 28 = \$1,907,080$
- (2) Working Capital Fund costs are based on \$7,000 per position per year for computer, telephone and internet access. Cost for one half year is \$3,500.
 $\$3,500 \times 28 = \$98,000$
- (3) Three months assumes an entry-on-duty date of July 1, 2014. Salary calculations for 35 replacement hires are based on an average starting salary for a GS-9 step1 in Washington, D.C. Annual Salary as of November 2013 is \$51,630. An additional 35% is added to account for benefits.
 $\$51,630/4 = \$12,908 \times 35\% = \$17,426 \times 35 = \$609,910$
- (4) Three months assumes an entry-on-duty date of July 1, 2014. Working Capital Fund costs are based on \$7,000 per position per year for computer, telephone and internet access. Cost for three months is \$1,750.
 $\$7,000/4 = \$1,750 \times 35 = \$61,250$

- (5) Total Projected Savings: $\$1,907,080 + 98,000 - \$1,089,900 - \$609,910 - \$61,250 = \$244,071$
- (6) The period of FY2014 through FY2017 was selected to account for the career ladder impact of new hires progressing from a starting grade of GS-9 step 1 to GS-13 step 1 with an anniversary date of July 1 (comparable to VERA/VSIP departure status). See Attachment 3 for detailed calculations.

Indirect Costs

Indirect costs are difficult to gauge because most are specific to the employee. Indirect costs such as security clearances are based on the position and employee; if the employee already has one, the cost is reduced. Transit subsidy and parking are indirect costs that are employee specific and can only be determined after the employee has been recruited and tentatively selected.

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Agency: Environmental Protection Agency

Covered Component(s): Office of Water

VSIP and VERA

- 1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.**

OW is requesting VSIP authority to:

- a. Reduce FTE to implement FTE requirements and hiring restrictions

OW needs to reduce the number of FTE while still meeting mission requirements. In addition, OW anticipates the need for further reductions to meet expected payroll levels and address unfunded program priorities. In 2013, the EPA established a 3 for 1 hiring initiative to ensure that only critical occupations were backfilled; decisions on which positions to fill were made at the most senior levels. In implementing the Agency hiring restriction, OW's senior leadership has been reviewing every proposed hire, and has been conservative in determining which eligible vacant positions are filled.

While attrition alone would likely permit OW to reach planned total staffing levels, it would not provide flexibility for hiring needed to reshape the workforce and rebalance FTEs. The VSIP authority would facilitate the need to meet our organization's mission, redeploy expected savings toward mission critical areas, and meet the technical, administrative, and programmatic challenges facing the OW.

b. Reshape the workforce by reducing obsolete positions and consolidating functions

OW is undertaking efforts to consolidate and streamline our administrative functions including records management; FOIA and correspondence; and human resources, budget execution, grants and contract management functions, allowing the OW to reduce its FTE ceiling. We will incorporate more “self-service” use of agency systems, such as the automated travel system (GovTrip) by professional staff.

Recognizing that workforce and succession planning are on-going efforts, the OW is reviewing its strategic workforce planning process by focusing on the OW’s strategic goals and objectives, reviewing the current workforce and forecasting future needs. Based on our analysis, the OW will continue to need more scientific, engineering and analytical occupational series to meet tomorrow’s needs while reducing the number of administrative and office support areas.

This targeted reduction is a direct result of the increased use of technology such as voicemail, laptops, mobile devices, and web-based collaboration tools. As technology use across the workforce has expanded, many of the activities of the administrative staff (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, time keeping, and making travel reservations) have been assumed by the office’s professional and technical staff who perform these functions electronically at their desktop without secretarial or clerical assistance. This change in the work environment has diminished the need for positions in the administrative field. Administrative support still required by the OW is vastly different in nature. Many of these activities can be performed by lower graded, junior staff as part of a broader array of duties. Reducing FTE currently aligned with these administrative functions will allow the program offices to focus more on core mission functions.

c. Meet the needs of the future

Using the same rate of attrition as FY 2013 and based on the OW’s need to reduce the FY 2014 FTE ceiling to 563 and restructure the workforce, the OW can expect an approximate reduction of about 32 additional employees due to attrition in FY 2014. While attrition alone would likely permit OW to reach planned total staffing levels, more hiring flexibility is needed to reshape the workforce and rebalance FTEs. The VSIP authority would facilitate the need to meet our organization’s mission, redeploy expected savings toward mission critical areas, and meet the technical, administrative, and programmatic challenges facing the OW.

In addition, the following performance measures will be used to assess the effectiveness of VERA and VSIP:

- Ability to reach target FTE ceilings in the OW offices by September 30, 2014, as determined by FTE and salary utilization reports.
- Number of vacancies created by departures that lead to new positions filled by hires into restructured positions that call for new skills.

- The organizations' ability to meet payroll within lower budget constraints.

2. Identify the end date for separations under VSIP and VERA.

The time period for the authorities is from the date of approval until May 1, 2014. Employees who accept VERA and/or VSIP must be separated by April 4, 2014.

Required information for VSIP request

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.

The table shown below identifies the job series, title of the positions and number of employees that are targeted for the VSIP offer. All positions are in the OW and located in Washington, DC, and Cincinnati, OH. The VSIP offers will be made to employees in targeted positions who are either regular retirement eligible or early retirement eligible. The OW is undertaking efforts to consolidate and streamline our administrative functions including records management, FOIA, and correspondence, human resources, budget execution, and grants and contract management functions which will allow the OW to reduce its FTE ceiling.

Targeted Positions for VSIP and/or VERA Offers					
Series	Title	Voluntary Retirement Eligible	Early Retirement Eligible	VSIP Eligible Only	Total
0028	Environmental Protection Specialist Series	14	14	61	89
0301	Administrative Management Series	3	10	8	21
0303	Miscellaneous Clerk and Assistant Series	2	0	0	2
0318	Secretary Series	2	1	0	3
0341	Administrative Officer Series	0	0	1	1
0343	Management and Program Analyst Series	16	19	14	49
0344	Management and Program Clerical and Assistance Series	0	2	0	2
0560	Budget Analysis Series	0	1	0	1
1035	Public Affairs Specialist Series	0	2	0	2
1109	Grants Management Specialist Series	1	0	0	1
	Total	38	49	84	171

4. Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.

Attachment 1 identifies the target positions and number of VSIPs to be offered to targeted positions by sub-office and series within the OW.

5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to \$25,000).

The OW will approve up to 28 VSIPs, totaling a maximum of \$700,000. The OW is planning on a maximum VSIP amount of no more than \$25,000 per VSIP eligible employee, or the amount of severance pay to which an employee is entitled (whichever is less). In addition, payments totaling up to \$389,900 for annual leave payout will be included in the cost associated with VSIP.

6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

The OW's goal is to reduce the number of positions performing administrative functions by consolidating and restructuring these functions into fewer positions. We will realign positions within the five OW sub-offices to take advantage of the most efficient organization strategies. In addition, the OW's efforts will allow us to harness the tools of the 21st century and make the water program more efficient and effective for the future. By reshaping and realigning the remaining workforce, the OW will be able to take advantage of new technologies and upgraded agency information technology infrastructure.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

The VSIP authority is not expected to affect the current organizational structure of the OW. (Attachment 4)

8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

OW will use the authority to increase the number of employees in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are only 115 employees in targeted positions that are eligible to accept a VSIP offer without VERA approval. By adding VSIP, the number of employees in targeted positions increases to 171 and improves the probability of reaching the OW goal to reduce FTEs.

The OW will make VERA and VSIP offers simultaneously to all targeted employees during the same offer period, requiring the same separation date. VERA authority will be available to those employees in the targeted positions who are not eligible for regular retirement. A total of 28 VSIPs offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of the OW reaching the needed reduction of FTEs.

Decisions about who receives VSIPs will be made based on the employees' official service computation date (SCD) and the OW's program needs. In offering VSIPs in conjunction with VERA, the OW expects greater employee interest and that a number of employees will request the incentives. This will maximize the effectiveness of the separation incentives and enable the OW to reshape its workforce to meet its future organizational needs.

9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

The OW is not offering separation incentives under any other statutory authority.

Required information for VERA request

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.

The OW's planned workforce reshaping will begin May 2, 2014.

11. Provide the total number of permanent employees in the agency or covered component(s).

As of November 1, 2013, the OW employs 586 permanent employees.

12. Provide the total number of permanent employees in the agency or covered component(s) that are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

The estimated number of non-temporary employees in the OW who may voluntarily separate or be reassigned as a result of the agency's situation is 10.

13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

There are a total of 115 employees who are eligible for VERA. Of the 115 eligible for VERA, the OW has 50 VERA eligible employees in the 10 targeted job series.

14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.

The estimated number is 4.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

The actions listed below provide a description of the types of personnel actions that would occur without VERA.

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish and/or Reclassify Positions
- Voluntary Retirements
- Internal Recruitments and Limited External Recruitments

Attachments

Attachment 1: Targeted Positions and Maximum Number of VSIPs to be Offered to Targeted Positions

Attachment 2: Positions in Targeted Series Not Included in OW VERA/VSIP Plan

Attachment 3: Projected Resource Needs and Savings FY 2015 through FY 2017

Attachment 4: OW Organization Chart

Office: AO

Current On-board FTE Level: 370

FY18 Interim FTE Level: 340

Number FTE over/under FY 18 interim level: 30

Strategy to meet the new level by end of FY18:

The goal the Administrator's Office (AO) is to ensure that we strategically manage and reduce our FTE level. To date AO is in the red by 30 FTE. To that end, AO will immediately begin putting the following steps in place to reduce FTE levels by the end of FY 18 and to only put forth critical Agency hiring priorities. With this strategy and the predicted attrition level of 5%, we believe that we can successfully endure the changes required to meet the needs of our operations throughout the FY2018. The four steps in the strategy are:

INITIATE EXTERNAL EPA HIRING PAUSE:

- Pause all EPA external hires for non-critical positions. We will continue to work with our managers to identify other options to perform tasks and project oriented work.
- Pause all hiring actions (reassignments, recruits, conversions, details, etc.) that will increase AO's current FTE number. This will be revisited once an appropriation is passed. At that time, hiring will be based on office-wide and agency priorities and approved by the Acting Deputy Chief of Staff (AO's SRO). Additionally, all current and future actions will be evaluated to determine critical need.
- Evaluate all external details to determine whether the detailee is taking on critical agency/office work; if not the detailee should return to their home office at the end of their term or before the end of FY. Additionally, detailees that are in positions that have pending external hiring actions must be closely evaluated as to long term needs.

ATTRITION

- Based upon the data provided to AO from OARM we expect a 5% attrition rate. Therefore, AO could potentially attrite **19** personnel.
- AO also expects that once political appointee's are confirmed they will be reassigned to their respective NPM or Region.

VERA/VISP:

- Participate in the VERA/VSIP to include all job series, grades, and SES positions.
- Establish a communication strategy that will allow for us to give an early notice and offer appropriate training, as needed. This strategy will be dependent on the direction and guidance of the Agency as it relates to offering another early out/buyout. Key to this is getting the word out that there will be no 40K buyout option at EPA, and that this will be the last round of VERA/VSIP for the foreseeable future.
- Consider offering a phase out approach as applicable. By doing so, it is intended to develop a healthy level of knowledge retention and tap in to the talent and interest of remain staff. This approach will aide to ease the predicted budget impacts.
- Incorporate a greater use of human capital management tools and practices to help manage commitments at both AO-wide and program office levels. Thereby allowing AO to continue to restructure the Office through the concept of "talent management." AO will continue to review of key

functions; critical functions; and support functions to consider which if any can be handled in other ways with little to no negative impacts on our work.

- IF AO is able to hire we will incorporate the following parameters:
 - Incorporate a 2-for-1 hiring (2 loses = 1 new hire).
 - Support opportunities for personnel to be reassigned to other offices in AO and other AA'ships that have a need and are under ceiling. The person's work would be distributed amongst remaining staff.
 - Use Talent Hub and Skills Market Place to make up for specific skill set shortages.

OTHER

- Potentially (as funds available) use contract dollars to support key functions or shortages.
- Transfer tasks and /or mission sets to other offices or Regions as appropriate.

IMPACTS OF REDUCED FTE LEVELS

Losses will impact all operations across AO to varying degrees from slowing processing times for actions, to reducing available time to conduct needed analysis due to no decrease in volume and less available staff; to delays in meeting higher level deadlines. For details see below.

SPECIAL AO HIRING NEEDS

- See chart below for special AO hiring needs to meet near term critical needs. These requests are limited to needs that are critical to meeting the Agency priorities, are near term and cannot be met from within the office/region.

OFFICE	RECRUITS and JUSTIFICATION
OAES:	<p>Program Analyst, GS-14 (Recruit open to AO only)</p> <p>Justification: This position creates coordination and a systematic process to managing AO's contracts, grants, and IPAs at the AO level. In the short-term of using a detailee to implement and perform using this approach, most offices have recognized the value. This is a great example of consolidating work being performed by multiple personnel into one primary function.</p> <p>Impact: Processes related to contracts, grants, and IPA's will continue to be inefficient.</p>
OCR:	<p>Director, SES (Management and Recruit open to external to EPA)</p> <p>Justification: Establish long-term leadership within the Office of Civil Rights (OCR). OCR is currently managed by an Acting Director and an Acting Deputy Director.</p> <p>Impact: Liability and inefficiencies in OCR's operations.</p>
OCIR:	<p>Program Analyst, GS-12/13 (Recruit open to AO only)</p> <p>Justification: The agency has a clear and explicit focus on strengthening partnerships with state and local governments and NEPPS is essential in achieving this priority. To carry out the Administrator's strategic goals for cooperative federalism with states, tribes, and local governments, the State and Regional Partnerships Staff will be relied on as a trusted resource for policy and program support and this position will contribute key analyses and complete critical projects in the areas such as PPG policy, flexibility, and utilization, state program delegation and oversight, alternative joint governance approaches, performance measures and accountability, and national guidance development for NEPPS. Note: Hiring Freeze waiver has been provided to Acting Deputy Administrator.</p> <p>Impact: Not meet deadlines for oversight requests from Congress</p>
	<p>Program Analyst, GS-12 (PMF) (Recruit open to AO-wide)</p> <p>Justification: Air and climate issues will continue to be an area of focus for Congress. OAR has an active regulatory program and the team must be fully staffed to handle the associated workload. Currently there are only 2 permanent FTE on the team. Bringing the staff to at least three members will allow for better management of the workload. Note: Hiring Freeze waiver has been provided to Acting Deputy Administrator.</p> <p>Impact: Not meet deadlines for oversight requests from Congress</p>
OPA:	<p>Principal Deputy AA, SES (Management and Recruit open to external to EPA)</p> <p>Justification: Establish long-term leadership within the Office of Public Affairs (OPA). OPA, at the Principle Deputy position is currently managed by an Acting SES manager.</p> <p>Impact: Inefficiencies related to OPA resource management and operations.</p>
<i>*Awaiting pending external hiring report from OP</i>	

Strategy for Managing Interim FTE Levels¹

Office: Office of Water

Current On-board FTE Level: 552.3

FY18 Interim FTE Level: 533

Number FTE over/under FY 18 interim level: 19.3

Strategy to Meet the New Level by the End of FY18

Based on analysis of historical attrition data, OW will meet the FY18 interim FTE levels through normal attrition, currently at 5%, with limited external hiring to fill critical vacancies. External hiring may be limited to situations where the expertise and/or capacity is not available inside the agency (e.g., Financial Analyst positions in the WIFIA program), or positions funded as Reimbursable FTE. The Office might also hire from outside of OW when filling a supervisory, management or otherwise mission-critical position. If/when these vacancies happen, hiring justifications that describe the need to recruit outside of the agency will be provided to the Deputy Administrator for consideration. OW intends to continue its current process of seeking SRO approval on all FTE-impacting personnel actions, including details, temporary promotions and recruitment.

Short Term Critical Needs

OW has a critical need to fill positions across the Office in the following series: 0028, 0110, 0343, 0401, 0403, 0408, 0415, 0560, 0905, 0819, 1035, 1160, 1301, 1320, and 2210, as described below. Additional needs may arise as time progresses.

- WIFIA has increasing needs to fill Financial Analyst and other engineering and legal positions for full implementation of the loan underwriting process.
- The American Iron and Steel (AIS) has a need to hire Environmental Engineers and Physical Scientists. AIS positions are funded out of an annual set aside from the Clean Water and Drinking Water State Revolving Fund appropriation and have no impact on OW's EPM payroll budget.
- The new Economics Center will need to bring in additional Economists to produce the cutting edge economic analyses necessary to support environmental protection under the Clean Water Act.
- There is an increasing need to hire staff to work on multiple rulemaking efforts related to the implementation of the President's Executive Order on the Clean Water Act definition of the Waters of the US.
- Scientists, Engineers, Financial Analysts and IT Specialists are needed to improve long-term sustainability, resiliency and public health protection in the drinking water sector, address Drinking Water State Revolving Fund (DWSRF) infrastructure financing approaches, and to address rapid analytical detection/quantification/treatment needs regarding emerging/unregulated contaminants in the nation's drinking water supplies.

Impacts of Reduced FTE levels

Reduced FTE levels may result in a decrease, delay or elimination of mission-related programs and efforts in order to dedicate remaining resources to administration priorities.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Region 10 Strategy for Managing Interim FTE Levels¹ : 12/08/17

- **FY17 EOY On-Boards:** 524 FTE
- **Current On-board FTE Level:** 518 FTE
- **FY18 Interim FTE Level:**
478.5 FTE (appropriated funds) + 17 FTE (reimbursables) = **495.5 FTE**
- **Current Number FTE over FY 18 interim level:** 22.5 FTE Over Target.
- **Projected to be at or under target in Q3.**
- **Projected to be 8.5 FTE** under target by the end of Q4.

Region 10 FY 18 FTE Trend Analysis (8% Attrition)		
FY 17 EOY On-Boards 524	Projected FY 18 EOY On-Boards 487	(37.0)
Projected FY 18 EOY On-Boards 487	FY 18 Interim Target 495.5	8.5

Strategy to meet the new level by end of FY18:

- **Reimbursable Accounts:** A critical strategy for R10 to manage FTE levels to the FY18 Interim Targets is the continued use of reimbursable accounts. This charging is highly stable and has been scrutinized for FY18 work needs. We are projecting 14 FTE will be cross-charged to Superfund Special Accounts and 3 FTE will be funded by revenue generated by processing Inter-agency agreements (i.e., indirect cost rate).
- **Expected Attrition:** Last June, R10 began a rigorous workforce management effort gearing our FY 18 FTE planning targets towards the House Mark, a 10% reduction (52 FTE). We have been strategically managing FTE through attrition, and vacancies through reassignments and limited hiring.
 - We are predicting an 8% attrition rate in FY18. Twenty percent of the Region 10 workforce is eligible for retirement. Over the past two years we've experienced increased attrition (6 -7%). Our very small VERA/VISP did not appreciably impact our attrition.
 - We have seen a significant uptick in attrition in FY18, with 17 people leaving by the end of the 1st quarter (3.2%) in just quarter one. We project another 11 people will leave in 2nd quarter (2.1%). This puts us on track for a 10% attrition rate so we feel 8% is conservative.
 - Projecting our rate of attrition into Q3 and Q4, we expect to hit our interim FTE target at the end of the 3rd quarter.
 - We will need to prepare to add positions in Q2 and Q3 if attrition proceeds as projected so we can be ready to fully utilize our FTE.
- **Stringent Workforce Planning / Position Approval Process:**
As a matter of regional practice, Region 10's Deputy Regional Administrator and the ARA review all hiring actions before announcement to ensure offices are below their interim target and that hiring is only for critical needs consistent with the Administrator's priorities.
- **Limited Hiring Practices**
 - We will continue to monitor the FTE levels closely before any hiring is approved.
 - Region 10 will first look to hiring from within the Region; we will provide an opportunity for movement between Offices and use direct reassignments, as necessary.
 - Region 10 will only recruit external to EPA for specialized expertise, lower grade level or positive educational requirements that are not available within the Region; for example, Mike Flynn recently approved the region's request for a labor law attorney because the region needed a high level of expertise and experience not available EPA-wide based on lack of response to job announcements. We will pursue merit promotion government-wide, DE and Pathways recent grads as appropriate.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Special requests approved by Mike Flynn to meet short term critical needs:

- **Approved:**
 - Labor Attorney, approved by Mike Flynn on September 5, 2017. (This position is already counted in our on-board numbers.)
- **Pending:**
 - 3 Administrative positions (GS 7/9), submitted 11/13/17
 - 1 current on-board PMF (GS 11/12) to permanent; submitted 11/28/17
(This position is already counted in our on-board numbers.)
 - 1 current Director for the Alaska Operations Office in Anchorage, AK (GS-15); submitted 11/29/17

Additional Regional Critical Needs:

- Administrative Support (GS-7/9)
- Idaho Operation Office (Funds Control Officer/facilities/security/FOIA/admin support) (GS-11)
- Underground Storage Tank Inspector (GS-12)
- Engineer/Environmental Scientist, Drinking Water (GS-13, Alaska)
- Air scientist/engineer, stationary source program (permitting/air toxics) (GS-12/13)
- Senior Grants Specialist (GS-12/13)

Impacts of reduced FTE levels:

- **General:** Given that Region 10 is already one of the smaller regions, the interim FY18 targets will have a detrimental impact on our ability to operate and meet the agency priorities. Smaller regions have greater challenges absorbing cuts. While percentage cuts may seem fair and equal, starting with a smaller base means there is less FTE flexibility to meet priority program and support needs.
 - We suggest that consideration be given to smaller regions taking smaller cuts and/or more flexibility be provided to small regions to prioritize the programmatic demands for different areas of the country based on state and tribal capacity, industry, geography, and population.
 - If Regions do have to take these reductions, we will need to look at functions that can be shared amongst the regions or consolidated to ensure continuity of operations or more efficient use of resources (ex: centers of excellence, worksharing, etc.)
- **Region-wide Impacts:** Region 10 does not have many options for filling admin specialist positions internally. Loss of administrative staff creates a burden for entire region and causes higher-graded staff to spend more time on administrative tasks.
- **Program-Specific Impacts:**
 - Reduction of direct implementation of tribal drinking water systems.
 - Loss of Superfund FTEs will delay achieving Ready for Anticipated Use designation at Superfund sites; Region 10 is already understaffed due to agency reliance on old workload models.
 - Loss of Site Assessment Manager will reduce our ability to provide redevelopment and revitalization technical assistance to communities, especially to rural and small communities, and slow down or shelve negotiating agreements for new work at our sites.
 - Loss of Alaska Regional Response Team Liaison will limit geographic area planning and coordination with Coast Guard and State partners in areas of mutual interest between the marine and inland zones.
 - Loss of trained Underground Storage Tank inspector means R10 may not be able to meet Energy Policy Act requirements for inspection coverage to support the states. Region 10 is projecting 100 fewer inspections in FY18 compared to FY17, most loss in UST.
 - Loss of enforcement case officers and inspectors across 6-7 different programs will decrease the Region's inspections and compliance work, and negatively impact the national Strategic Plan measure to increase compliance rates.

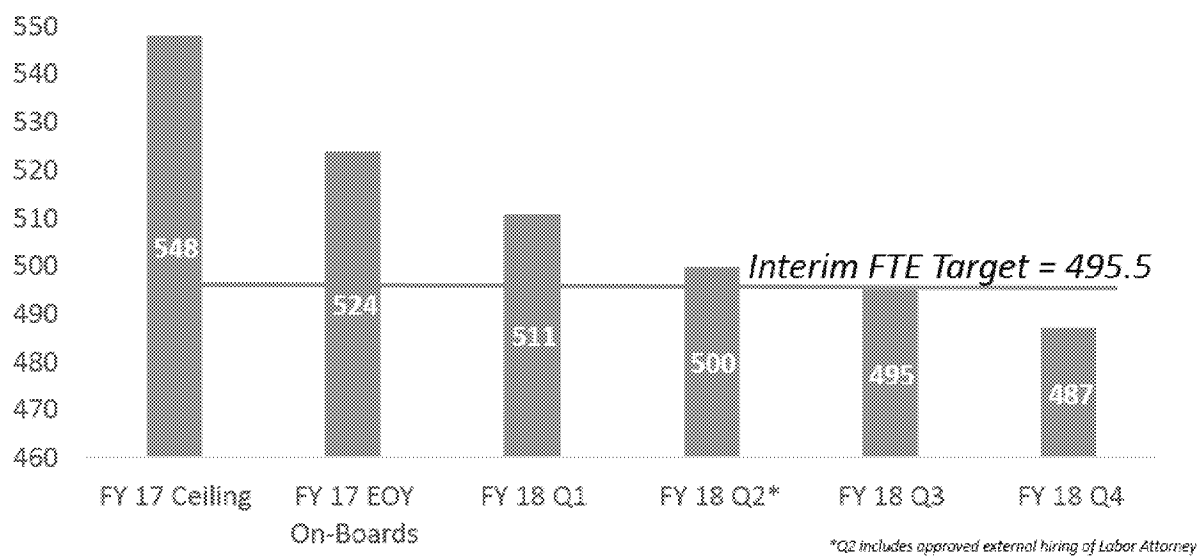
- Loss of grant specialists creates excessive number of grants per PO, reduces pre-award and enforcement, post-award monitoring, and audit follow-up, which will increase overall risk for fraud waste and abuse. Region 10 may not be able to make all awards by end of FY.
- Loss of RCRA Corrective Action project manager impacts measure for "Ready for Anticipated Use," which focuses on cleaning up contaminated sites so that they can be put back into use and contribute to the economy.
- Loss of air permit writer could impact industry expectations regarding energy sector permitting in AK, both on the North Slope and the expected OCS permitting workload in Cook Inlet.
- Loss of P2 position limits ability support implementation of TSCA 21 through the planned expansion of the P2 Program to work with states & businesses.
- Loss of an air & waste grants position will impact program work because critical grants work will need to be shared among existing staff.
- Loss of an FTE in the RCRA /Backhaul Alaska would prevent implementation of statewide coordinated hazardous waste removal program.
- Loss of senior water law enforcement /counseling attorney will affect CWA case development and cause delays for significant water issues.
- Loss of TMDL and WQS reviewers, NPDES permit writers, and Puget Sound program support will affect ability to meet national program targets and fulfill litigation obligations.

Number and Function of positions R10 expects to reduce over the year.

These are positions that are vacant or retirements planned in FY18 that we do not expect to be able to fill given the interim FTE target. **Total= 37**

- Attorney-Advisor
- Environmental Scientist
- Managers
- Data Manager
- Enforcement Case Officers
- Senior Policy Advisor
- Administrative Staff/Management Analyst
- Grant Specialists/Project Officers
- UST Inspector/ Project Officer
- Information Management
- Financial Specialists
- Environmental Engineer
- Public Affairs
- RCRA site manager
- Tribal Coordinator
- Remedial Project Manager
- Site Assessment Manager
- Alaska Regional Response Team Liaison

Region 10 Plan to Achieve FY 18 Interim FTE Targets (8%)



○

Strategy for Managing Interim FTE Levels¹

Office: Office of Administration and Resources Management (OARM)

Current On-board FTE Level: 656 (details below). Does not include 3 pending external hires (2 for OA, 1 for RTP).

AH	Nov 2017 Onboards
IO	6
OROM	29
EAB	14
ALJ	12
OA	96
Cinc	80
RTP	89
OGD	61
OAM	188
OHR	81
OARM Total	656

FY18 Interim FTE Level: 646.8 (includes non-appropriated)

Number FTE over/under FY 18 interim level: over by 13 (includes 3 approved external hires pending)

Strategy to meet the new level by end of FY18:

- **OARM's reduction strategy** is based on attrition with an evaluation of critical needs for hiring
- OARM is 2% above FY18 interim FTE levels
- Annual average attrition has exceeded 10% for the past three years (FY15=14%; FY16=11%; FY17=15%)
- Average agency attrition over FY06-FY16 is 5%
- Estimated attrition and possible hiring against interim target

Based on 656 current on boards
and 646.8 interim FTE target

Estimated attrition	Resulting FTE level	Possible hires against interim target
0%	656	0
2%	643	4
5%	623	24
10%	590	56
11%	584	63
15%	558	89

- **OARM's strategy for hiring** will be based on an evaluation of all critical priority requests on a quarterly basis. Each quarter (November, February, May, August) all office requests will be collected and compiled for evaluation by the PDAA and Acting DAA. Office requests for hiring will be submitted using a set format.
 - All Hiring/Detail Actions Are Subject to PDAA/Acting DAA approval:
 - Internal and External permanent recruitments
 - Details into OARM or outside of OARM
- Approvals will be based on positions supporting agency and OARM priorities, mission essential functions and identified shifts in functions. External hires will be limited to where expertise and/or capacity is not available inside the agency.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Positions expected to reduce/increase over the coming year:

Expected reductions: **None**

Expected increases: **Based on a 5% attrition rate, OARM could hire 24 and remain within the FTE level by the end of FY18. We have identified 14 critical vacancies for immediate recruitment:**

1. GS-1107-14 Realty Specialist - OA
2. GS-2210-13 IT Specialist (Security Manager or Apps Development) - OROM
3. GS-201-13 HR Specialist (Workers Comp/Leave Bank Program) - OHR
4. GS-343-15 Supervisory Mgmt Analyst (Branch Chief) – Workforce Planning - OHR
5. GS-1109-9 Grants/IA Specialist - OGD
6. GS-1109-13 Senior Grants/IA Specialist - OGD
7. GS-0343-12 Grants Policy Program Analyst (Training) – OGD
8. GS-0343-13 Program Analyst - IO
9. GS-0018-12/13/PHS Industrial Hygienist - RTP
10. GS-1102-7/9 Contract Specialist – OAM
11. GS-1102-7/9 Contract Specialist - OAM
12. GS-1102-7/9 Contract Specialist - OAM
13. GS-1102-13/14 Contract Specialist – OAM (internal EPA recruitment)
14. GS-1102-13/14 Contract Specialist – OAM (internal EPA recruitment)

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- OARM is not predicted to be above the FY18 interim level by the end of the Fiscal Year.

Impacts of reduced FTE levels

- OARM is a mission support organization – at the current on-board FTE levels service delivery to agency customers is negatively impacting priority projects as identified by customers and our ability to perform core mission requirements.

Strategy for Managing Interim FTE Levels¹

Office: **OCFO**

Current On-board FTE Level: 295

FY18 Interim FTE Level: 300.8

Number FTE over/under FY 18 interim level: (5.8)

Strategy to meet the new level by end of FY18:

- OCFO will continue to manage its FTE levels through attrition and limited hiring.
- Vacancies will be filled internally to the extent possible.
- Currently, OCFO has an external joint recruitment action with OEI to recruit two specialized IT positions that cannot be filled from within EPA.
- The planned limited hiring will focus on recruiting candidates who have analytical and critical thinking, and information management and technology skills. These skill sets are needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems.

Job Series include:

- Accountant – GS-0510
- Economists – GS-0110
- Financial Specialist – GS-0501
- IT Specialist – GS-2210
- Management/Program Analyst – GS-0343

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Not Applicable.

Impacts of reduced FTE levels *(Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program)*

- Under the interim FY18 FTE levels, OCFO would be able to maintain key planning, budgeting and financial management activities such as payment processing financial reporting. However, the reduced FTE level will impact the timeliness of reporting, transaction processing, and the ability to provide oversight and quality control or respond to external requests for information.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing Interim FTE Levels¹

Office: OCSPP

Current On-board FTE Level: 936.2 FTE (excluding 36.4 PRIA fee-funded FTE)

FY18 Interim FTE Level: 932.5 (excluding PRIA fee-funded FTE)

Number FTE over/under FY 18 interim level: +3.7 over FY 18 Interim Level

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
 - OCSPP expects that regular attrition (FY 15-17 average attrition – 8.7%) will be sufficient to meet the FY 2018 Interim FTE Target.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
 - OCSPP will limit hiring to the priority areas of TSCA implementation and meeting Pesticides program statutory deadlines. Backfilling of departing FTE in non-priority programs will be considered on a case-by-case basis and only authorized if deemed necessary by the AA/DAA. Hiring strategies include internal reassignments from other RPIOs, including efforts that would help other RPIOs meet their FY 2018 Interim FTE Targets.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
 - Given the limited reduction in FTE necessary to meet the FY 2018 Interim FTE Target, and the expectation that attrition will be sufficient, OCSPP does not have a current estimate on the numbers or functions of FTE that will be reduced over the year. FTE hires will be in critical areas to support TSCA and Pesticides requirements, see critical needs section for a discussion of the increase in positions/functions in these areas.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.
 - OCSPP will share FTE planning information with the Regions through OCSPP's Lead Region, Region 2.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.
 - OCSPP has been granted permission by the Acting Deputy Administrator to hire 50 additional FTE to support the Pesticides program. The 50 FTE will be paid from Pesticides Fee collections (25 each from PRIA and FIFRA fee accounts). OCSPP has been pursuing internal advertisements and recruitments. These hires will not impact OCSPP's ability to meet the FY 2018 Interim FTE target as OCSPP is currently below the FIFRA FTE ceiling and PRIA funded FTE do not count against Agency FTE ceilings per statutory language. Hiring will be focused on the following classifications: Toxicologists, Chemists, Biologists, Economists, as well as other professional series such as IT that support Pesticides Registration (PRIA) and Reregistration (FIFRA) work. See attachment for the breakout of the 50 FTE by job series.
 - Additional FTE will be necessary to meet the new requirements of the 2016 TSCA amendments. Technical expertise will be needed in risk assessment, including toxicology, chemistry, and biology, as well as in IT, economics, and regulatory support. OCSPP is conducting a strategic workforce planning exercise to determine the total new FTE needed to implement the amended TSCA.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.
 - Reduced FTE levels and the need to reallocate existing FTE to priority areas may have an impact on the Program's ability to meet expectations in the following programs: Pollution Prevention Program, Lead Risk Reduction Program, Endocrine Disruptor Screening Program, and Science Policy & Biotechnology Programs. These programs are not included in the draft FY 2018 – 2022 EPA Strategic Plan and are proposed for elimination in the FY 2018 President's Budget.

Strategy for Managing Interim FTE Levels¹

Office: Office of Enforcement and Compliance Assurance (Headquarters personnel)

Current On-board FTE Level: 667.2

FY18 Interim FTE Level: 670.0

Number FTE over/under FY 18 interim level: 2.8 under interim level

Strategy to meet the new level by end of FY18:

As a result of a successful VERA/VSIP process (39 HQ departures) and conservative management, OECA HQ is currently below its interim FTE target. Coupled with expected attrition in the 4%-5% range, we anticipate the ability to fill 30-35 of our most mission-critical vacancies over the course of FY 18. While we are still finalizing our plans, we expect that most of the hires will be for: 1) criminal investigators (where we have experienced significant attrition and are well below Congressionally directed staffing levels); 2) the Administrator's Protection Service Detail (PSD) up to authorized levels; 3) technical staff for our forensics lab in Lakewood, Colorado; 4) selected hiring for restructured positions consistent with our VERA/VSIP plan; and 5) data management positions to support transparency and accountability initiatives. More specifically, our current plans include the following hires:

Criminal Investigators: 11 (earlier approved by the DA)

Protection Detail: 8 (earlier approved by the DA)

Chemists/Physical Scientists/Environmental Engineers: 9

IT Specialists: 2

New Assistant Administrator/IO support staff: 2

Program Analysts: 2

A number of these positions, particularly the criminal investigators, PSD staff, and technical staff for the Lakewood, CO lab, will need to be advertised externally due to the unique qualifications of the position and/or the fact the positions are in geographic locations not co-located with Headquarters or Regional offices. OECA would make every effort to fill the remaining positions internally, but suitable candidates with appropriate experience may not be available.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

Not Applicable.

Impacts of reduced FTE levels

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

As noted, OECA has taken a conservative approach with respect to hiring in anticipation of lower FTE ceilings and in an effort to preserve our very limited, but crucial, non-pay funding. The recent decline in staffing is part of a much longer decline that has seen our HQ on-boards reduced by over 25% over the last 7 years.

Impacts include a reduced ability to identify and pursue violations (both civil and criminal), more limited capacity to support states through training and technical assistance, reduced ability to develop and deploy monitoring technology and reporting tools to improve compliance, and weakened efforts to ensure that responsible parties are identified and held responsible for cleanup actions at Superfund sites where they are liable.

Strategy for Managing Interim FTE Levels¹

Office: Office of Environmental Information (OEI)

Current On-board FTE Level: 323

FY 18 Interim FTE Level: 364.9 (based on 396.3 FY 17 Enacted FTE Ceiling and 8% reduction)

Number FTE over/under FY 18 interim level: 41.9 under

Strategy to meet the new level by end of FY 18:

OEI has previously identified 35 positions that are focused on meeting our highest priority needs. The current hiring plan focuses meeting critical needs to continue providing important services to the agency, with an emphasis on IT professionals:

- 2210 IT Specialist: **22**
- Support Functions (Program Analyst 0343, Budget Analyst 0560, IM 0301/0360): **11**
- SES: **2** (have received approval from the Deputy Administrator to fill both positions)

The Interim FTE levels primarily reduce EPM Information Security and IT/Data Management FTEs, while Working Capital Fund FTEs remain unchanged. It is important to note that in order to meet its mission, OEI will need to be able to fill positions associated with Information Security and IT/Data Management funds. We may hire additional people to fill new high priority vacancies and to address evolving priorities.

OEI will continue to consider additional hiring needs on a case-by-case basis. To fill these positions, OEI plans to explore opportunities to hire internally from within the EPA (via either Talent Hub Lateral Reassignment or USA Jobs) before proceeding to external hiring, when appropriate. However, OEI has specific skill-set needs that current Agency employees in non-IT/IM organizations may not have or for which there is no excess staffing in the agency. For instance, all programs/offices require support from an Information Security Officer and systems must have Information Systems Security Officers. If OEI hires too many people with security skills from within the agency that will leave critical gaps elsewhere in the agency. Therefore, hiring exclusively via reassignments and/or internal hires is not feasible. The following position types are examples of where external hiring will be more appropriate—these examples are not an exhaustive list of the position types that may require external hires:

- **IT Information Security** – The skillset for this critical function is lacking within the EPA. All Federal Agencies have direct-hire authority for cybersecurity positions in order to recruit and appoint an experienced and qualified workforce to protect networks and information systems. As the Agency lead for IT security policy and oversight, OEI recommends that these positions be announced externally. (Program Offices and Regions may have vacancies in Information Security Officer and Information Systems Security Officer positions.) OEI also recommends that, as the

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Agency SME for cybersecurity, it should be able to manage a centralized recruitment process for cybersecurity positions—which can result in Agency-wide external announcements from which other Program Offices or Regions can select candidates. (Preliminary target number of external hires is 7 positions—out of which one position has received approval from the Deputy Administrator to fill externally.)

- **Entry-level positions with full performance level of GS-12** – OEI is one of few headquarters offices that has reduced its grade structure by establishing entry-level positions with a full-performance level at the GS-12 level instead of the GS-13 level. Due to the limited applicant pool within EPA, OEI has been unsuccessful repeatedly in its attempts to internally recruit entry-level positions. In order to fulfill its commitment to its VERA/VSIP business case, and reduce its grade structure overall, OEI's aims to recruit externally for its entry-level positions. (Preliminary target number of external hires is 10 positions.)
- **Innovation Fellows** – The EPA Innovation Fellows Program brings highly skilled industry IT experts to the agency for a limited period to provide critical leadership on selected IT projects. For any hiring of Program positions, each Program or Regional Office should request these positions based on their critical hiring priorities, and OEI will manage the recruitment process. This Fellows Program is housed out of OEI; Fellows are hired as OEI term employees (between 2- and 4-year appointments) and once on-boarded they are detailed to and begin work in the requesting Program or Regional Office. Please note that the employees' FTEs are charged against the requesting RPIO although OEI's onboard number within EPA's HR/personnel reporting system still reflects these employees.

Strategy for Managing Interim FTE Levels¹

Office: Office of International and Tribal Affairs (OITA)

Current On-board FTE Level: 71.8

FY18 Interim FTE Level: 68.1

Number FTE over/under FY 18 interim level: 3.7

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
We plan to meet the FY 18 interim level with normal attrition.
- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
N/A—normal attrition rate for OITA. We have a number of employees currently on detail and we anticipate that a few employees will accept permanent positions elsewhere.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
N/A
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
We will be relying on the attrition throughout the office, so it could be any series and/or title employed in OITA.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing FTE Levels

Office: **Office of Land and Emergency Management**

Current On-board FTE Level: **468.5 as of 9/25/2017 ****

FY-18 Interim FTE Level: **456.4**

Number FTE over/under FY-18 interim level: **<12.1>**

Strategy to meet the new level by end of FY-18:

Based on current projections and with the exception of the Superfund cleanup programs, OLEM is expected to be “in the red” by the end of the FY-18. OLEM plans to take a number of steps to reduce FTE levels to meet FY-18 interim levels by the end of FY-18. In addition to relying on attrition, OLEM plans to implement an interim hiring policy whereby the area of consideration for mission critical vacancies will be limited to “OLEM Only”. OLEM will only seek external hiring in extreme situations where the expertise and/or capacity is not available inside OLEM. Offices and programs will have to provide strong descriptions that justify determinations that capacity is not available within agency.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Other than a couple of pending actions awaiting acting deputy administrator approval and hiring actions at the Cincinnati Shared Service Center, OLEM only has one near-term critical need.

CCR Senior Technical Expert, GS-15: Control of Coal Combustion Residuals (CCRs) and implementing the Water Infrastructure for Improvements to the Nation (WIIN) Act of 2016 are two program priorities for OLEM. OLEM will require a senior technical expert with detailed knowledge of the existing CCR regulations, as well as expertise in landfill and surface impoundment engineering, to enable us to meet judicial deadlines for regulatory development and provide regulatory interpretations and guidance to States and to the regulated community.

*** As best as can be projected under the current payroll system and based on charging to FEMA mission assignments for the hurricanes and wildfire responses.*

Strategy for Managing FTE Levels

Office: Office of Research and Development

Current On-board FTE Level: 1,600.3 (as of 11/8/17)

FY18 Interim FTE Level: 1,463.7

Number FTE over/under FY 18 interim level: 136.6

Strategy to meet the new level by end of FY18:

- Using an attrition rate of 3%, ORD would expect to be at 1,552.3 FTE, or still 88.6 FTE above the Interim FTE Level.
- We have a few options, which when combined, might get us to the interim FTE level:
 - Conduct a targeted VERA/VSIP. We are planning to restructure parts of our organization by combining several office-level units to further flatten our organization. We would target individuals in those units. More broadly, we would target individuals in incumbency-only positions. We would plan to execute the VERA/VSIP no later than March 31st.
 - Actively market other programs such as Part-time retirement and ORD's Science Emeritus program to our scientists. The Science Emeritus program allows ORD scientists to retire but maintain the flexibility to utilize ORD resources, e.g. on-line library, desktop, equipment up to 2 years with no FTE or payroll costs to EPA.
 - Explore redeployment of staff to other NPMs to address their critical needs. We also have a number of highly talented Pathways students who will be eligible for conversion, and our hope is to find them positions in other organizations who can hire.
- ORD has received approval for only 4 external hires, three related to TSCA and one for a critical health and safety position. We have already begun the process of self-solving, meaning that ORD will first look very hard to fill critical vacancies from within.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Given the overall reduction target, we anticipate the only hires we would come forward with would be high priority agency needs. For example, our top two water infrastructure experts, who provided tremendous support to Region 5 and Flint, are both retirement eligible and are considering leaving in the near future. This would place the Agency at great risk as we expect many other cities and communities are facing aging water infrastructure challenges.

Region 1's Strategy for Managing Interim FTE Levels

December 8, 2017

Office:	EPA New England, Region 1
FY18 Interim FTE Level:	535.9
Current On-board FTE Level:	514.9
FY2018 Reimbursable FTE	0.8
Number FTE over/under FY18 interim level:	21 FTEs <u>under</u> FY2018 interim FTE level
Attrition rates in FY2015, 16, 17:	4%, 4%, 9%
Average annual attrition rate:	6% (or 31 employees)
Likely FTE level by end of FY2018 without any hiring:	52 FTEs <u>under</u> FY2018 interim FTE level
Strategy to partially stabilize FTE levels:	Convert 3 Pathway student interns, solicit reassignments agency-wide to 15 critical positions in Region 1, hire externally as a last resort

Strategy Summary

Region 1 seeks to stanch the region's loss of FTEs and fill key critical positions by soliciting reassignments across the agency and converting current Pathway interns. We expect to at best stabilize our FTE utilization numbers so that we do not fall further below our already low utilization rate.

At 21 FTEs below our FY2018 interim level and an anticipated 6% attrition rate in FY2018, Region 1's staffing is disproportionately lower than all other regions and will impact our ability to deliver high priority work outputs. Recognizing EPA's need to reduce its total FTEs, we are not seeking to hire up to our interim FTE level. Rather, we seek approval to fill 15 critical needs and convert 3 current Pathway interns into permanent positions, numbers which will likely not even stabilize our FTE levels when attrition is taken into consideration. Moreover, before seeking to do any hires external to EPA, we will exhaust efforts to fill positions from within EPA, thereby not increasing the Agency's overall FTE usage.

Region 1's Low FTE Utilization and High Attrition

Region 1 is unique among the regions in being well below (21.0 FTEs) its FY2018 interim FTE level, even before consideration of attrition, which was historically high in FY2017 (9%) and likely to remain high in FY2018. Our low FTE utilization is the result of a successful early out/buy out, our high attrition rate, our inability to complete a number of hires in January 2017, and Region 1's conservative fiscal planning.

Without the ability to fill critical positions, our FTE utilization will continue to fall in FY2018. With 24% of our employees eligible to retire right now, and another 28% eligible in the next five years, we know that we are entering into a period of rapid attrition, as reflected in our 9% attrition rate in FY2017. Even if we assume, for conservative purposes, a 6% attrition rate in FY2018, we will lose an additional 31 employees in FY2018, bringing our overall FTE numbers 52 FTEs below our interim FTE levels. Stated

another way, our FTE levels will be 10% below the interim FTE levels, which in turn are 10% below the enacted FY2017 FTE levels.

Impacts of Region 1's Low FTE Utilization

Our low staffing levels are having direct impacts on the region's ability to meet key deliverables and make progress on Administration priorities, and these impacts will only increase as we lose additional personnel to attrition. The impacts include:

- **Superfund cleanups:** We will not be able to adequately staff management of the cleanups of at least six of our 123 NPL sites, consequently slowing the cleanup of those sites.
- **Emergency Response:** We will significantly increase on-call duty time of all OSCs, not allowing OSCs to come off on-call duty. We will not adequately staff management of cleanup of 2 sites per year. We will reduce the number of exercises our OSCs are able to participate in each year.
- **Drinking water and SRF programs:** We will have only one staff solely responsible for oversight of state management of over \$15 billion in revolving SRF funds in New England.
- **Air quality:** With 40 active pending state implementation plan (SIP) submissions by states, 23 of which are overdue, and 42 more due in 2018, we will not be able to address SIP approvals in a timely fashion and provide quality technical support to our states.
- **Water quality permitting:** Region 1 administers the NPDES permitting program in both Massachusetts and New Hampshire. We will issue 3 fewer draft permits and 2 fewer final permits, not meeting commitments EPA has made.
- **Lake Champlain:** We will not have the staff to award and administer the multiple assistance agreements for this \$4 million/year geographic program, thereby slowing progress in implementing the water quality plan for this high-profile water body.
- **Water quality standards, TMDLs and 303(d) impaired waters lists:** We currently have pending submissions from states of two water quality standard packages and three 303(d) lists of impaired waters, which we will not be able to complete within mandatory time lines, nor will we be able to provide timely turnaround on numerous drafts of standards, TMDLs and 303(d) lists submitted by states for early review and assistance.
- **RCRA/UST:** We will significantly decrease the number of UST inspections EPA performs and our oversight of implementation of the new UST regulations, which may result in decreases in compliance with critical UST requirements that protect groundwater resources. Further, UST and RCRA state authorization packages and state RCRA permits for TSDFs that require EPA review and approval will be delayed, impacting both the state's and EPA's ability to successfully implement and enforce these authorized programs.
- **Chemical accident prevention:** EPA is responsible for direct implementation of this critical program in all 6 states. Down to one certified inspector, we will cut back on inspections and not support adequately state and local responders. In FY2017, we were unable to follow up at 14 facilities warranting a formal enforcement response due to inadequate staffing.
- **Clean water compliance:** As the direct implementer of NPDES in two states (responsible for 3,724 facilities) and the spill prevention program in 6 states, we will fall far short of inspection goals in the NPDES compliance monitoring strategy and will leave violations unaddressed.

- **Grants managements:** With grants specialists each managing over 100 grants, higher than any other region, we cannot meet key timeliness measures currently being developed and are increasing EPA's vulnerability from inadequate oversight of grants.
- **Contracts:** With Headquarters OAM returning management of Superfund remedial contracts to the region as of November 2017, our lack of contracting officers will slow the awarding of tasks and the cleanup of sites. The impending staffing crisis in Region 2's contracts office, and the resulting need to assist Region 2 with its acquisition workload, will further squeeze acquisition resources.

Detailed Strategy

Region 1 has identified over 30 critical needs we need to fill in order to meet Agency priorities. However, in recognition of the Agency's need to lower its overall FTE utilization to an interim target level of 13,867, we are proposing that the region be allowed to **convert 3 Pathway interns** to permanent status and **solicit agency-wide 15 reassignments to Region 1** in order to fill the most critical positions within the region. Only if we are unsuccessful in filling these positions from within EPA would we then seek to fill the positions by advertising external to EPA.

We have attached a draft list of the most critical positions we would seek to fill through Pathway intern conversions and reassignments to Region 1. As additional retirements are announced and Region 1 reassigns employees internally, the list of our most critical positions to be filled will likely change.

Region 1 proposes to use the following specific tools to fill critical positions:

1. **Conversion of Pathways interns:** We propose to convert 3 excellent Pathway interns currently working in Region 1 and graduating from degree programs in December, May and August, respectively. These student conversions will be used to fill critical positions. If we identify any Pathway interns working in other regions and interested in moving to Boston, we may also convert those interns to fill some of the 15 positions for which we are soliciting agency-wide reassignments.
2. **Agency-wide reassignment solicitation:** We propose to use Talent Hub to solicit agency-wide 15 reassignments to our most critical positions. For the sake of fairness, these opportunities will be open to employees in Region 1 as well as agency-wide, and we expect some will be filled by intra-regional reassignments. We would ask those regions and offices who are over their interim FTE levels and need to reduce staffing to send messages to their employees drawing attention and linking to the Talent Hub reassignment solicitations.
3. **Hiring external to EPA (contingency plan):** Only if Region 1 is unable to fill any of our 15 most critical positions using the mechanisms above would we then seek to fill those positions through hiring external to EPA. We recognize that the ability to hire externally to EPA will turn on the payroll and FTE levels provided by Congress in EPA's FY2018 budget, about which we will hopefully by then have clarity.

At the same time as we implement this three-step plan, we will continue our efforts to ensure that we optimize use of our existing workforce. We plan to implement a number of additional intra-region reassignments to ensure that we are optimizing use of our workforce and provide career growth opportunities to our employees. We also intend to pursue development of Intergovernmental Personnel Agreements with the New England states in order to build expertise in programs of mutual importance and to further strengthen the close working relationship between the region and the states.

Attachment: Region 1's Most Critical Positions

Critical Positions to Be Filled by Pathway Student Conversions (3):

<i>Occupation Series</i>	<i>Grades</i>	<i>Position/Role</i>
Information Technology Specialist, Series 2210	GS 7/9	IT support to employees
Life/Physical Scientist or Engineer, Series 0401, 1301, 0819	GS 7/9	Water quality standards/TMDL coordinator
Life/Physical Scientist, Engineer or Chemist, Series 0401, 1301, 0819, 1320	GS 7/9	Field sampler and inspector

Critical Positions to be Filled by Reassignments (15):

<i>Occupation Series</i>	<i>Grades</i>	<i>Position/Role</i>
Physical Scientist or Engineer, Series 0401, 0819	GS 7/9/11/12	Inspector / compliance officer for chemical accident prevention
Physical Scientist or Engineer, Series 0401, 0819	GS 7/9/11/12	Inspector / compliance officer for Clean Water Act
Physical Scientist or Engineer, Series 0401, 0819	GS 7/9/11/12	Air program specialist on attainment and SIPs
Physical/Life Scientist or Environmental Engineer, Series 0401, 1301, 0819	GS 7/9/11/12	RCRA and Underground Storage Tank inspector and compliance officer
Physical/Life Scientist or Environmental Engineer, Series 0401, 1301, 0819	GS 7/9/11/12	NPDES permit writer
Physical/Life Scientist, Environmental Engineer, or EPS, Series 0401, 1301, 0819, 028	GS 7/9/11/12	TSCA project officer / compliance assistance specialist
Chemist or Physical/Life Scientist, Series 1320, 1301, 0401	GS 7/9/11/12	Laboratory analyst for nutrient and water quality, emerging contaminants
Chemist, Physical/Life Scientist, or Environmental Engineer, Series 1320, 1301, 0401, 0819	GS 7/9/11/12	Quality assurance specialist
Environmental Protection Specialist, Series 028	GS 7/9/11/12	Drinking water and clean water SRF specialist
Attorney-Advisor, Series 905	GS 11 to 14	ORC attorney – permitting and water quality support, FOIA support
Attorney-Advisor, Series 905	GS 11/12/13/14	Enforcement attorney
Congressional Liaison Specialist, Series 0301	GS 11/12	Work with New England Congressional offices

Public Affairs Specialist, Series 1035	GS 11/12	Work with press
Human Resources Specialist, Series 0201	GS 12/13	Provide HR support to program offices
Contracts Officer, Series 1102	GS 11/12	Superfund contracts support

As additional retirements are announced and Region 1 reassigns employees internally, the list of our most critical positions to be filled will likely change.

Strategy for Managing Interim FTE Levels¹

Office: Region 2

Current On-board FTE Level: 756.3

FY18 Interim FTE Level: 715.7

Number FTE over/under FY 18 interim level: (40.6)

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.

Background: R2 currently has 756.3 on-board FTE; 40.6 over the FY18 target FTE provided by OCFO of 715.7. With anticipated attrition of 41 additional FTEs and the use of Superfund Special Accounts, R2 will be able to manage to the proposed target level of appropriated FTEs by the end of FY18.

R2 plans to utilize 27 FTE in SF Special Accounts to supplement available appropriated resources to support FTE levels in the region. With expected attrition and the use of SF Special Accounts, R2's current staffing vs. allocation is as follows:

Total On-boards	756.3
add: pending on-boards	4.0
add: external recruit actions	6.0
less: Expected Attrition	(41.0)
less: SF Special Account FTE	(27.0)
Total FTE	698.3
Interim Allocation	715.7
Delta	17.4

Region 2 expects to end FY18 approximately 20 FTE under our "affordable FTE" which includes appropriated FTE and SF Special Accounts. This delta does not take into account any backfill of positions that become vacant during the year.

Hiring Strategy: The region would like to initiate hiring immediately to fill critical positions in our Superfund program (OSCs and RPMs), contracting and in the RCRA and Air Programs. In addition, the region has been without a security officer for over a year and deems this position most critical to be filled immediately. All of the positions will first be advertised internal to the agency and then, where no candidates emerge from that effort, externally.

Moving forward, as vacancies become available the region will prioritize where critical position needs exist and look to align the backfill of vacancies relative to these priorities. Further, we recognize that

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

there may be a need to shift certain positions within the region to better align positions with resource targets outlined in these interim targets and in operating plans.

Hurricane Response: In addition, in terms of payroll dollars, R2 expects to garner savings against SF payroll for the work being done by Region 2 staff in support of FEMA mission assignments in response to Hurricanes Irma and Maria. Our current projection for FY18, based on charging to date and an assessment of operations moving forward, is that Region 2 will charge approximately 20 FTE to FEMA mission assignments in FY18. Region 2 would request that a portion of the savings in payroll accounts related to this work remain with the Region to support hiring additional OSCs to offset the work that is being delayed due to this response. These additional staff would be offset in FY 2019 through attrition of staff in that fiscal year.

- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.

The region will meet its target allocation without the use of separation incentives (VERA/VSIP).

- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.

For most positions the region will advertise first within the Agency and then outside, should internal recruitment efforts not be successful.

As discussed above, the region has several critical positions in its Superfund, Air and RCRA programs that we will move forward in filling, first through internal announcements in the agency and then external if necessary.

One position that needs to go external from the outset is a security specialist position that we have been looking to fill since the region's previous security specialist left in 2016. This position is vital to ensure the security of all regional staff and Region 2 EPA owned and leased facilities in three diverse locations in New York City, Edison, NJ and Puerto Rico, as well as smaller offices in Buffalo, NY, Stamford, CT and St. Thomas, VI. The security manager provides critical support in protecting staff and EPA assets as the regional lead in identifying and managing security risks; developing region-wide security protocols and physical security practices; coordinating responses to security related incidents; responding to outstanding security assessment findings; managing the NSI security clearance program; providing liaison with the Federal Protective Service; and providing subject matter expertise to EPA employees and leadership. In addition, the security manager is the region's lead for Occupant Emergency Planning including developing OEPs for each location; communicating emergency and security program changes; and training and drilling regional staff in different threat aspects. Finally, the security manager is the region's Continuity of Operations (COOP) officer, developing and implementing COOP and devolution of operation plans; developing and managing tools to facilitate COOP operations including emergency contact systems, COOP sites and support; communicating COOP standards and protocols to senior leadership and staff; drilling COOP operations with staff and leadership; and coordinating and

implementing overall COOP operations in the event of an activation during a man-made or natural emergency.

Skills and knowledge required for this position are not currently found within the region and are extremely specialized, requiring the need to fill the position externally. With the on-going threats facing federal staff and facilities, especially in potentially high target areas such as New York City, this position is critical to on-going support of the Region's mission and safety of the EPA workforce.

- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.

Anticipated Retirements	41
Engineer/Scientists	7
Inspectors	3
Scientist (Air Planning)	1
Financial Analyst	1
EPS	1
Geologist	1
Chemist	1
Physical Scientist	1
Supervisory EPS	1
Supervisory Environmental Engineer	2
Environmental Scientist	5
Environmental Engineer	4
Contracting Officers	3
Facilities Supervisor/Engineer	1
Grants Specialist	1
Supervisory HR Specialist	1
Management Analyst (Records Management)	1
Physical Scientist (IT)	1
Attorney	3
Administrative Assistant	1
Supervisory Public Affairs Specialist	1

Anticipated Hires	40
Air Permitting	2
Air Planning	5
RCRA CA PM	4
Environmental Scientist	2
Financial Analyst	1
EPS	1
Supervisory Envir. Scientist	2
Scientist (TSCA program)	1
OSCs	2
RPMs	7
Financial Support	1
Civil Investigator	1
Scientist (risk assessor/hydrogeologist)	1
Contracting Officers	3
Security Specialist	1
Facilities Supervisor/Engineer	1
Grants Specialist	1
Supervisory HR Specialist	1
Attorney	1
Inspectors	2

Note: many of these are backfilling anticipated vacancies that will occur during the fiscal year. Moving forward on any hiring actions (other than the actions noted above in priority hiring under the plan) would not happen until the vacancy is realized and each potential action is reviewed relative to regional priorities and alignment with resources.

- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

Not applicable

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.

Not applicable

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

Support Programs: Where programs are held harmless which require direct support from certain administrative functions, reducing the administrative FTE available to support these programs will impact the program's ability to produce results. As an example, the Superfund Remedial program is held harmless in this exercise while the Superfund contracting FTE are reduced by 12%. The Remedial and Removal programs require direct support from contract staff to issue task orders at the various sites. Reducing these support staff will slow down the issuance of contracting actions and therefore, slow down the remedial or removal programs' ability to complete work at sites.

Prevention Programs: Any reduction in our already very small allocation of FTE to the Prevention programs would yield a concomitant reduction in our ability to carry out those important programs; that, in turn, could contribute to an increase in the incidence of severe accidents from high-risk facilities (such as large oil facilities, and facilities that make or use extremely dangerous chemicals such as ammonia, chlorine, etc.).

RCRA program: The RCRA Corrective Action program has 11 Corrective Action Project Managers that provide support to approximately 600 Corrective Action sites in NY, NJ, Puerto Rico and the Virgin Islands. The work performed by the program is non-discretionary and the Branch has fallen below the critical mass due to FTE reductions in the previous administration, recent attrition and the hiring freeze. This has affected the program's ability to meet its ACS commitments for three years in a row and has jeopardized R2's ability to meet the 2020 goals of having Remedy Construction at 95% at RCRA corrective action facilities.

Air program: The air program is currently under an aggressive national strategy to reduce the existing State Implementation Plans backlog. Any staff reduction will significantly impact our ability to perform the mission critical and non-discretionary functions of the program.

Enforcement: A 10% percent reduction in enforcement personnel in the next 10 months would have far reaching impacts. For example, issues that would require discussion include: realigning administrative and management positions and evaluating distribution of enforcement resources outside of DECA. National level discussions with OECA on strategically managing reductions of this magnitude across all regions and HQ are also warranted.

Given the past attrition and the expected additional attrition over the next year, and lacking the ability to backfill positions that become vacant, ORC will increasingly need to juggle its workload and do "triage," focusing on the most urgent priorities (such as legal deadlines) first. There will inevitably be delays. Matters that are less urgent or discretionary will often be put on the back burner, and our ability to take on new matters will be very constrained.

NPDES: A vacant NPDES position in the region's Caribbean Environmental Protection Division is critical to be filled in order to perform the NPDES Industrial compliance actions anticipated in Puerto Rico. This is not a delegated program; therefore, it requires that permitting and enforcement actions be performed by EPA. It also jeopardizes our ability to proceed with the USVI Enforcement Initiative being conducted in response to OIG Report.

Strategy for Managing Interim FTE Levels¹

Office: EPA Region 3

Current On-board FTE Level: 769 (Based upon FPSS on board)

FY18 Interim FTE Level: 712.6

Number FTE over/under FY 18 interim level: 56.4

Strategy to meet the new level by end of FY18:

Region 3 assumed that the strategy will be based upon payroll and utilization, not on board FTE. Our strategy identifies opportunities for on-board reductions, reductions in utilization, use of non-appropriated funds such as Superfund Special Accounts, and if necessary R3 programmatic dollars to cover payroll.

Region 3 Attrition Rate of 4% to 5% to cover retirees and other departures: 31 to 39

We anticipate retirements across the Region in every division towards the end of the fiscal year. At this point, our only known specialized positions for retirement are chemists in the laboratory. Other retirements are expected to be environmental scientists, engineers, physical scientists, and other broad categories.

Non-Conversion of Pathway Interns, Recent Graduates, and Other Recent Hires: 7

Region 3 has Pathway Interns who are eligible for conversion when they graduate in December, 2017 and May, 2018. We also have recent Pathway hires who are under probation and will not be converted to permanent status due to performance deficiencies.

Superfund Special Account Charging: 15 to 17

The Region will evaluate Special Accounts to maintain at our past annual level of 15 or increase Special Account charging to 17. Employees from non-Superfund programs will be offered detail opportunities for Superfund work. We are currently having problems maintaining, increasing, and tracking Superfund Special Account charging because of the difficulties with the new iteration of the People Plus System. The Region strongly recommends that addressing problems with PPL charging become a high priority for OCFO.

Support to Region 2 and FEMA in Puerto Rico and Virgin Islands: 2 to 3 FTE

Region 3 is providing on the ground support in Puerto Rico and the U.S. Virgin Islands in response to the hurricanes. The FTE support will be reimbursed by FEMA.

Details Which Are Reimbursed (HQ, IAGs, IPAs): 1

Currently Region 3 has 1 person on detail with HQ and another about to begin a 6-month detail.

Use of Programmatic Funds to Cover Payroll: Depends upon need

The Region will be ready to use programmatic funds to cover payroll if necessary. We're entering discussions about using funds from program, such as the Chesapeake Bay, to offset over ceiling positions which would be dedicated to the program.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

Potential External Hiring of SES Directors

The Region has two SES positions to fill in FY2018. The Water Protection Division Director which is currently vacant and the Chesapeake Bay Program Office Director, which will become vacant at the end of the calendar year. Both positions have potential to be filled by people external to the Agency, within the Agency, or within Region 3 depending upon the candidate pool.

Impacts of reduced FTE levels

- The substantial cut of FTE in programs other than Superfund or CAA will severely reduce our ability to address risks to human health and the environment. For example, resources in our drinking water and RCRA corrective action programs will decrease by 13%.
- In the last 3 years, the laboratory at the Environmental Science Center in Ft. Meade went from 16 to 11 chemists. The Region anticipates 5 more chemists leaving the laboratory this fiscal year which will leave 6 chemists. Chemists are unique positions which cannot be filled internally. Not being able to backfill will drastically reduce our ability to respond to emergencies, analyze samples, conduct quality assurance reviews, assist states, and support contract laboratory work for Superfund sites. This has caused delays, increased costs through reliance on contract lab work, and quality control vulnerabilities.
- OLEM has established a standard number of On Site Coordinators (OSC) for Regions. Region 3 is below that number. To address this situation, the Region will initially advertise OSC positions internally. This will draw talent and experience from other programs.
- The Region's ability to implement the strategic plan, particularly providing support to the States, will be reduced. For example, if state partners are to take on an expanded role in oversight of RCRA regulatory and enforcement programs, they require regional ongoing support during rule development, capacity-building, and compliance assistance to the regulated community. Diminished staff resources will prevent us from adequately responding to States' needs.
- The Superfund Task Force created new opportunities. The Region will explore how to shift staff from non-Superfund programs to Superfund. While this offers new opportunities for career growth and development for staff, it also requires training and investment from the Superfund programs and managers.
- Administrative support in the Region for areas such as human resources, computer services and financial management continues to be whittled away. Additionally, in the Regions, these types of staff positions are not flexible and cannot move across the organization like scientists or engineers which creates a long term problem for staffing.
- EPA provides direct implementation at the large majority of Corrective Action sites in Region 3. A diminished investment in addressing corrective action cleanups will delay the return of these properties to productive reuse and redevelopment within the community and will negatively impact the associated economic development that is catalyzed by these sites.
- EPA provides significant leadership and effort in the realm of waste reduction and diversion through its Food Waste Strategy and Federal Green Challenge, to name a few, where the federal government is uniquely positioned to make wholesale changes to the marketplace with regard to waste minimization.

Strategy for Managing Interim FTE Levels¹

Office: Region 4

Current On-board FTE Level: 874.8

FY18 Interim FTE Level: 858.3

Number FTE over/under FY 18 interim level: +16.5

Strategy to meet the new level by end of FY18:

- Region 4 should be able to meet the interim level by the end of FY18 through attrition. The attrition rate in our region over the last ten years has averaged between 6-7%. If we continue on this average rate of attrition, the number of on-boards in Region 4 could decrease approximately 45-50 additional employees, which is much higher than the 16.5 difference between our current on-board level and our FY18 interim level. However, our attrition may not be as high as the full 6% due to some employees retiring in FY17 through our most recent VERA/VSIP.
- We expect to meet the interim level no later than July 2018, possibly earlier.
- We will assess our current situation of where vacancies are located by division, program project and function and plan to realign and/or hire as needed to meet the interim level.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- No special requests at this time.

Impacts of reduced FTE levels

- As attrition occurs across the region we will be faced with vulnerabilities in specific program areas. At this time, we are assessing the impact of these reductions to our programs. Regardless, until we are below our interim allocation, we will strive to fill gaps in our programs by realigning resources within the region and requesting only critical external hires as the need becomes evident.

****Data as of 11/30/2017****

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing FTE Levels

Office: Region 5

Current On-board FTE Level: 1008.1

FY18 Interim FTE Level: 979.5

Number FTE over/under FY 18 interim level: 28.6

Strategy to meet the new level by end of FY18: Attrition. Region 5 expects attrition will provide sufficient separations to meet its FY18 Interim FTE Levels by the end of FY18 should it be necessary. This is based on the following:

- Through the first quarter of FY18 Region 5 is expecting an additional 18.9 FTE reduction based on known separations. Region 5 anticipates a 1.5% attrition rate or 14.9 FTE reduction between January 2018-September 30, 2018. This is a conservative estimate based on an average January through September attrition from the last 3 years. Given the anticipated attrition, Region 5 is expected to be below the FY18 Interim FTE target provided by OCFO by the end of FY18. These calculations *include* the FTE associated with seven on-board Pathway Interns, one who is expected to graduate this calendar year and six who are expected to graduate in the 2018 calendar year.
- While attrition alone should bring Region 5 below the FY18 Interim FTE target we also looked at scheduled deployments for Region 5 employees through the 2nd quarter of FY18 and it appears nearly 5.5 FTE will be charged against FEMA accounts.
- Finally, we also looked at Reimbursable Account charging. Our projection indicates we will charge 7.9 FTE this year. Last year we charged 8.4 FTE. Presuming we end FY18 with at least as much charging as FY17 it would mean another 0.5 charged against Reimbursable Accounts.

Please note that Region 5 is not relying on FEMA or Reimbursable Account charging to reach our Interim FTE level. We intend to achieve that through attrition alone. As it occurs, the charging to FEMA and Reimbursable Accounts will be incorporated into FTE projections and should demonstrate that Region 5 will be well below the Interim FTE level which might allow for a small number of external recruitments.

To continue to meet agency goals while mindful of the FTE Interim target, Region 5 is proposing the following actions:

- During first quarter, Region 5 will request approval to convert two of its seven Pathways Interns who are expected to graduate during the first and second quarters of FY18. One Pathways Intern currently works in the Region 5 Office of Civil Rights as one of 2 staffers. The MBA degree she is pursuing will support this Intern's continued engagement in OCR activities, including demographic data and barrier analysis. Converting this Intern with her experience/background is a priority given the size of Region 5 and the importance of EEO and diversity/inclusion programs. This intern is also a Lean practitioner, which will help Region 5 embrace the Agency's Lean Management System vision. The second Intern will graduate in March 2018 with a Bachelor of Science degree in Business Economics. Region 5's Superfund Division intends to convert him to a position in Superfund's Data and Budget Management Section as a Budget Analyst. This is consistent with the Administrator's prioritization of Superfund/clean-ups, and will ensure Superfund technical staff can remain focused on their core mission.
- During the second quarter of FY18, Region 5 will analyze FTE utilization to ensure projections continue to demonstrate that Region 5 will be below the FY18 Interim FTE Targets. If updated projections continue to confirm that Region 5 will be below the FY18 Interim FTE Targets or

FY18 budget information is available and demonstrates that Region 5 is below FTE ceilings, Region 5 will request to convert the remaining five Pathways Interns who are scheduled to graduate during calendar year 2018. This is consistent with EPA's support for its existing workforce.

- We appreciate the commitment OCFO provided during the EMC meeting that instructions for doing regional FTE projections will soon be shared. If this were not to occur as expected, Region 5 would appreciate OCFO taking the lead on monitoring and periodically reporting on progress of all RPIOs in reaching these FY18 Interim FTE targets.
- “Talent Needs” - If projections and/or FY18 budget information continues to indicate that Region 5 will be below ceiling, Region 5 will request a small number of external recruitments. These could also be considered Region 5's “talent needs” areas as the new Board reviews opportunities for cross-agency moves, assuming there would be a means to support such moves. Our current priorities include:
 - Superfund Emergency Response staff in support of Agency FY18-19 Priority Goals: According to a recent OLEM assessment, R5 has 2 OSC vacancies from its established number of 38.
 - Water Division staff in support of Agency FY18-19 Priority Goals: To effectively address traditional and especially emerging threats to public health through exposure to drinking water contaminants, like lead and PFOA/PFOS, R5 would benefit from one or more scientists/engineers with drinking water experience. Past recruitment actions in this area have not been successful.
 - Administrative support staff. Assuming it's unlikely to expect transfers of administrative support staff, for this latter focus area, Region 5 would likely focus on temporary students who would not be targeted for conversion. We have found this method of providing traditional, lower graded administrative support to be effective and recent/expected losses in this area is becoming a concern.
- Early in calendar year 2018, Region 5 will also evaluate the impact of attrition on program areas. In addition to considering a small number of external recruitments, the Region will consider the need for utilization of Talent Hub or a possible Job Fair to support the reassignment of staff consistent with known budget/FTE ceilings and priorities at that time. Other actions, including possible directed reassignments would be considered as necessary pending the success of the Talent Hub postings or Job Fair.

Strategy for Managing Interim FTE Levels¹

Office: **Region 7**

Current On-board FTE Level: **468**

FY18 Interim FTE Level: **449**

Number FTE over/under FY 18 interim level: **19**

Strategy to meet the new level by end of FY18: Attrition

- The annual attrition rate in Region 7 over the past eleven years is 6.1%. Applying a conservative attrition rate of 5%, we are projecting approximately 23 separations via attrition by end of FY18. Attrition alone should get us below our FY target. However, we are also projecting a combined 8 FTE for Special Account and Reimbursable charging.
- In total, these projections place **R7 twelve (12) FTE below** our end of FY 18 Interim FTE target.
- Given these projections, we do not have a need to pursue other reduction strategies.
- Most of Region 7's short term hiring priorities are expected to be FTE neutral. Our strategy continues to reflect hiring for critical vacancies within Region 7 and, if needed, within the agency. External hiring will be limited to situations where expertise/competition is not available solely inside the agency. We plan to focus on the use of internal lateral reassignments, details and internal merit promotions where it makes sense to align workload priorities.
- Estimated FY 18 Special Account & Reimbursable FTE: 7-10 FTE.
- **Pending HQ external waiver request(s):** One (1) On Scene Coordinator (Fenton, MO); conversion of one (1) two-year term, attorney Fellows position to a permanent entry level Attorney Adviser.
- **Potential need for near-term external and/or internal agency hires:**
 - Contracting Officers: 2
- Because we are relying on voluntary attrition, it is not possible to determine the numbers and function of the positions that will be vacated over the year.

Impacts of reduced FTE levels

- With two current Contracting Officers vacancies, our ability to accomplish contracting workload in support of R7 and Region 10 has and will be diminished, primarily affecting the Superfund program.
- These FTE levels will further reduce the number of staff available to respond to requests for information under FOIA, hampering our ability to meet the statutory deadlines and increasing the backlog of overdue responses contrary to Objective 2.2.
- The enforcement of "environmental laws to correct noncompliance" in Objective 3.1 will be severely impacted by these FTE levels.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing Interim FTE Levels¹

Office: Region 8

Current On-board FTE Level: 508.5

FY18 Interim FTE Level: 478.3

Number FTE over/under FY 18 interim level: 30.2

Strategy to meet the new level by end of FY18:

Region 8 expects to meet the new FTE ceiling of 478.3 by September 30, 2018, through a combination of attrition, and continued focused on Superfund Special Account and Reimbursable Account charging. Historically, Region 8 has experienced an attrition rate of approximately 5%. In FY 2015, following the Agency directed VERA/VSIP completed in FY 2014, the attrition met that historical average. However, in FY 2016 and FY 2017 the attrition rate increased to nearly 10% and 8%, respectively. As of November 30th, 5 employees have departed R8, and based on informal communications with employees and supervisors, the region expects 3-5 employees to depart in December, 4 in January, 1 in February, 2 in March and 1 in April and then using a conservative attrition rate of 5% or 25-26 on-boards, we project an additional employee to depart each pay period for the remainder of the fiscal year. Using sustained Special Account and Reimbursable charging of approximately 15 FTE (which reflects last years charging), and the attrition projection outlined above, Region 8 is confident our on-board level will be at or below the 478.3 ceiling by the end of the fiscal year.

While confident in our ability to meet the new ceiling at the Regional level, a challenge for Region 8, and the Agency, will be re-aligning the workforce as attrition occurs during the fiscal year. Inevitably, attrition will not occur in accounts where it may be desired based on the interim FTE targets and steps will need to be taken to align regional employees with the resources provided by OCFO. Resource management actions such as targeted reprogrammings and charging adjustments will solve most small scale issues. However, depending upon the payroll methodology, to more directly align regional employees with the resources provided by OCFO, internal movement via advertisements, and directed reassignments may be necessary. The steps described above will be taken in close coordination with the appropriate HQ offices and in collaboration with our Regional partners.

Being over our interim ceiling Region 8 expects to only externally backfill highly critical positions that are vacated through attrition and only following a thorough review of possible internal Region 8 candidates and availability throughout the Agency. At this time, beyond the LERO position referenced in the next section, the region does not intend to advertise externally for any positions, however, the unknown nature and location of the expected attrition could result in a future need.

Region 8 does not expect to actively eliminate positions due to the interim hiring target. However, as attrition occurs the region will continually examine our workforce alignment with the Administration's priorities, and make the necessary adjustments to achieve the expected outcomes. Areas that could be reduced either through projected attrition that would remain unfilled or workforce realignment include:

- Reduced civil enforcement and compliance monitoring activities, impacting inspections and case development.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

- Less support for disadvantaged and underserved Environmental Justice Communities.
- Fewer Remedial Project managers, On-Scene Coordinators, site-assessors, Superfund Cost Recovery accountants and NEPA Reviewers.
- Elimination of regional environmental education coordination and closure or reduction of the regional information service center and library.
- Elimination of climate change coordinator position, ambient air quality monitoring, Radon, Indoor air and WaterSense positions.
- Reduced level of support for state LUST programs.
- Reconfigure the Tribal Assistance program and eliminate supervisory position.
- Reduced regional general law practice.
- Reduced toxicological and hydrogeological support for regional programs.
- Divestment from the Urban-Waters program, and UIC Class 5 inspection program.
- Diminished non-point source and wetlands programs support for states and tribes.
- Reduced internal control and regional financial oversight, regional security and health safety personnel and a Quality Assurance program reconfiguration.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

The Region 8 LERO recently accepted a temporary promotion to support national LER efforts, scheduled to begin December, 2017. The promotion can be extended. In addition, the current LERO is retirement eligible in June 2018, she would however, like to train a successor prior to retiring. The region has historically only employed a single LERO, and the employee's departure means the region will not have a LERO. Recently, the region requested approval to externally fill an LERO position to provide immediate support while also providing much needed succession planning for this critical position. This position was approved by the Deputy Administrator and the advertisement will be posted shortly.

Impacts of reduced FTE levels - Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

If the Region experiences attrition in programs directly aligned with the Administration's priorities, steps will be taken to moderate any impacts to the extent possible. The region would also examine realignment options to provide succession planning, and information transfer to lessen the impact of the reduced FTE. Nonetheless, impacts will be felt especially if the attrition is concentrated or highly unexpected. Currently, the Region is experiencing lower than preferred FTE levels in key air programs and will likely experience more attrition and ensuring adequate levels to maintain and address continued non-attainment issues in the region will be challenging. In addition, the region expects attrition in our Superfund Programs, and while some decrease can be sustained, our longer-term ability to speed up the completion and the return to reuse of regional Superfund sites will be obstructed. As indicated above, reductions in some programs will also impact our ability to provide an accustomed level of support to our states and tribes. Reductions, realignments and impacts will be discussed with our state and tribal partners finding ways to leverage our resources and prioritize efforts clearly and collaboratively.

Strategy for Managing Interim FTE Levels

Office: Region 9

Current On-board FTE Level: 699.5

FY18 Interim FTE Level: 652.1 (includes 9.5 reimbursable; note that 24.0 FTE were charged to reimbursable accts. in FY17)

Number FTE over/under FY 18 interim level: 47.4 over (34.4 over when including projected 22.5 FTE charged to reimbursable accts. in FY18)

Strategy to meet the interim level by end of FY18

- Attrition (typical 5 – 6% rate) and targeted VERA/VSIP.
- Charge FTE conservatively to reimbursable accounts, including estimated 1.5-2.0 to FEMA.
- Types of positions losing: On-scene coordinators (OSCs), comptroller and contracts specialists.
- Hiring priorities: Agency-wide:
 - 5 OSCs¹: Life Scientist (GS-401-13), Physical Scientist (GS-1301-13) or Engineer (GS-819-13).
 - Comptroller: GS-505-15.
 - Infrastructure Services Manager: GS-301-15.
 - Contracts specialists (2): GS-1102-12/13.
 - Budget analysts (2): GS-560 (one 11/12 and one 13).
 - Financial specialist: GS-501-11/12.
 - Accountant: GS-510-11/12.

Special request to meet short term critical needs

- The most time-critical hiring priorities are the comptroller and OSCs.

Impacts of reduced FTE levels

- *Difficulty in accelerating pace of Superfund cleanups and promoting reuse:* We would need to curtail cleanup work at 30% or more of our 113 NPL sites if we are unable to fill remedial project manager (RPM) positions vacated through attrition in FY16 and FY17. Our CERCLA staffing problem is exacerbated by the distribution of Superfund FTE, as discussed in the September 2017 OIG report (OIG Report No. 17-P-0397). Responding to large-scale emergencies with RPMs supporting OSCs, as we have in FY17, further depletes the number of RPM FTE devoted to site cleanup. We also must replenish our contracting staff in order to support the CERCLA work.
- *Difficulty in eliminating SIP backlog:* Eliminating the SIP backlog relies on OAR FTE distributed to Regions and OGC FTE distributed to Offices of Regional Counsel. OAR and Regions agreed on a relative workload allocation that would increase FTE over time to the most understaffed Regions; R9 is currently allocated ~35 OAR FTE fewer than necessary to accomplish its portion of the workload, according to the agreed-upon analysis. Decreases in OGC FTE to Regional Counsels slow the pace of SIP actions, effectively reducing the number of actions Regions can complete each year.

¹ External and agency-wide.

Strategy for Managing Interim FTE Levels (revised)

Office: Region 9

Current On-board FTE Level: 699.5

FY18 Interim FTE Level: 652.1 (includes 9.5 reimbursable; note that 24.0 FTE were charged to reimbursable accts. in FY17).

Number FTE over/under FY 18 interim level: 47.4 over.

Strategy to meet the interim level by end of FY18

- Reduce 35 FTE by conservatively assuming 5% attrition (typically 5 – 6%).
- Implement targeted VERA/VSIP for an additional 12 FTE reduction (number could be adjusted for actual attrition).
- Types of positions losing through attrition: On-scene coordinators (OSCs), comptroller and contracts specialists.
- Charge an additional 13.5 FTE to reimbursable accounts (e.g., Superfund Special Accounts) beyond the 9.5 included in the FY18 interim level.
- Hiring priorities: 13 positions to be advertised Agency-wide:
 - 5 OSCs¹: Life Scientist (GS-401-13), Physical Scientist (GS-1301-13) or Engineer (GS-819-13).
 - Comptroller: GS-505-15.
 - Infrastructure Services Manager: GS-301-15.
 - Contracts specialists (2): GS-1102-12/13.
 - Budget analysts (2): GS-560 (one 11/12 and one 13).
 - Financial specialist: GS-501-11/12.
 - Accountant: GS-510-11/12.

Special request to meet short term critical needs

- The most time-critical hiring priorities are the comptroller and OSCs.

Impacts of reduced FTE levels

- *Difficulty in accelerating pace of Superfund cleanups and promoting reuse:* We would need to curtail cleanup work at 30% or more of our 113 NPL sites if we are unable to fill remedial project manager (RPM) positions vacated through attrition in FY16 and FY17. Our CERCLA staffing problem is exacerbated by the distribution of Superfund FTE, as discussed in the September 2017 OIG report (OIG Report No. 17-P-0397). Responding to large-scale emergencies with RPMs supporting OSCs, as we have in FY17, further depletes the number of RPM FTE devoted to site cleanup. We also must replenish our contracting staff in order to support the CERCLA work.
- *Difficulty in eliminating SIP backlog:* Eliminating the SIP backlog relies on OAR FTE distributed to Regions and OGC FTE distributed to Offices of Regional Counsel. OAR and Regions agreed on a relative workload allocation that would increase FTE over time to the most understaffed Regions; R9 is currently allocated ~35 OAR FTE fewer than necessary to accomplish its portion of the workload, according to the agreed-upon analysis. Decreases in OGC FTE to Regional Counsels slow the pace of SIP actions, effectively reducing the number of actions Regions can complete each year.

¹ External and agency-wide.

US Environmental Protection Agency
Workforce Reduction Plan
September 7, 2017

Introduction

In conjunction the Reform Plan activities, the US Environmental Protection Agency identified six potential actions that will streamline the workforce while preserving our ability to meet the agency's strategic goals and measures. This document provides an update on all six actions. Quantitative data is provided if the action has been completed, for other actions, a linkage to the associated Reform Plan projects is described.

In addition to the actions outlined below, EPA is focusing attention on the development of a Human Capital Operating Plan which will guide the management of our workforce in the future, directly tying it to the mission and objectives of the agency.

Update on Near-Term Workforce Actions

VERA/VSIP Phase 1

Working in cooperation with the Office of Personnel Management and the Office of Management and Budget, EPA sought and received approval for an agency-wide VERA/VSIP. The business case was designed to reduce, restructure, and reshape programs around the following themes: layering to increase staff to supervisor ratio; consolidate and reduce administrative or support functions; restructure or reduce highly graded supervisory and non-supervisory positions; restructure to focus on core business functions; restructure to focus on STEM/programmatic priorities; and consolidate and streamline functions, activities, and/or reduce the number of our current programs. The targeted positions were 25% of the total workforce and maximum number of offers were 8% of the total workforce.

Agency representatives met with OMB and OPM to discuss the plan, which was approved on July 10, 2017. On July 13, 2017, program and regional offices began notifying individuals whose positions were included in the approved pool, so that applications could be submitted by the end of July using an on-line process. Official VERA/VSIP offers were extended to 481 individuals and 374 employees separated from the agency by September 2, 2017. The table below details the separations for each Program and Region. An additional 2 are scheduled to depart September 30, 2017.

Phase 1 Separations by Organization

Program	Separated	Region	Separated
Office of the Administrator	11	Region 1	20
Office of Air and Radiation	3	Region 2	7
Office of Administration and Resources Management	25	Region 3	41
Office of the Chief Financial Officer	14	Region 4	19
Office of Chemical Safety and Pollution Prevention	10	Region 5	28
Office of Enforcement and Compliance Assistance	39	Region 6	29
Office of Environmental Information	15	Region 7	29
Office of General Counsel	2	Region 8	2
Office of International and Tribal Affairs	2	Region 9	12
Office of Land and Emergency Management	15	Region 10	5
Office of Research and Development	29		
Office of Water	18		

AGENCY TOTAL: 374

VERA/VSIP Phase 2

EPA will work closely with OMB and OPM on future VERA/VSIP efforts. As the need arises, the EPA will conduct a second VERA/VSIP after the FY2018 budget is finalized by Congress. This will allow the agency to focus on areas for disinvestment and reshape the organization in line with the final FY 2018 budget.

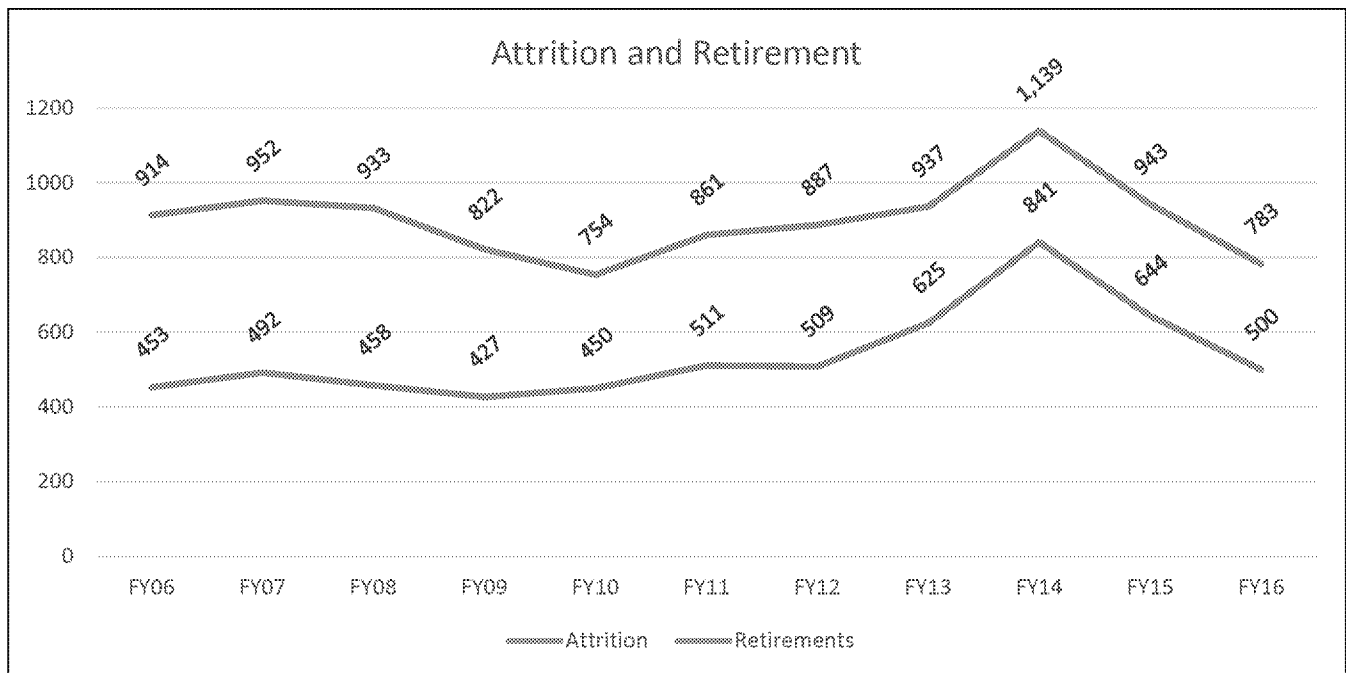
Flattening the Organization

In line with the projects identified in the Reform Plan, EPA will evaluate the supervisory layers and highly graded non-supervisory positions on a continual basis. Any reorganization or restructuring associated with reform activities will be evaluated to ensure an adequate supervisory ratio and minimization of non-supervisory positions at the senior GS-14 and 15 levels. This includes examination of Deputy positions, Chief of Staff positions and senior level management analysts embedded at senior levels in programs.

In addition, several of the themes identified in EPA's Phase 1 VERA/VSIP result in the flattening of the organizational structure and elimination of highly graded non-supervisory positions. The Office of Administration and Resources Management, through the Office of Human Resources and the HR Shared Service Centers, will ensure that the Phase 1 VERA/VSIP business case is followed and will track and report on position restructuring to ensure compliance and yield the desired result.

Retirement and Attrition

At the beginning of FY 2017, 22% of the agency was eligible to retire with 25% of supervisors and 33% of Senior Executive Service (SES) employees eligible. The average time an employee continues to work after becoming eligible to retire is approximately 5 years and EPA's annual retirement rate is about 3%. EPA's % average attrition rate is 5%, slightly lower than the Federal Government average of 8%.



In FY2014 and FY2015, the agency surpassed these normal measures due to two rounds of early-outs/buyouts. Through this process, 682 employees departed the agency which increased overall attrition and decreased the workforce size. Since FY13, retirements account for 68% of the agency's attrition.

Workforce Actions Associated with the Reform Plan

As the EPA moves forward with implementation of its Reform Plan, we will include workforce reshaping where appropriate. To date, we have identified four of the Reform Projects that will likely include workforce reshaping: Human Resources Shared Services Consolidation, Laboratory Consolidation, Contracting and Field Presence.

- **Human Resources Consolidation:** The agency will likely offer a focused VERA/VISP to staff currently located in the Las Vegas Shared Service Center. This reshaping would take place in FY 2018. The consolidation effort will also eliminate a number of management positions in the SSC structure.
- **Laboratory Consolidation:** Implementation of this reform will be phased in over a few fiscal years. The agency will develop a workforce reshaping plan for each physical location that is released as each will be dependent of the type of work and where that work is moving. It could include a VERA/VISP and/or a transfer of function.
- **Contracting:** One of the goals of this reform area is to ensure a highly effective and trained contracting workforce. As part of our effort, we will evaluate that best locations to attract a premier contracting workforce. We would then evaluate the opportunities to reduce the contracting workforce currently outside those areas.
- **Field Presence:** The initial emphasis of this reform effort will be to establish a baseline of data to understand the effectiveness of the agency's field presence across the country. A component of this baseline measurement will include organizational structures and mission support programs. Implementation in this reform area will be phased in over several fiscal years. Once decisions are identified, the agency will prepare a workforce reshaping plan for each impacted location.

Strategy for Managing Interim FTE Levels¹

Office:

Current On-board FTE Level:

FY18 Interim FTE Level:

Number FTE over/under FY 18 interim level:

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency. Where there is a decrease in FTE please describe the impact to the mission associated with the decrease.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

Commented [BD1]: I would recommend to have a separate section to identify impacts of reduced FTE levels. I believe this is what Kevin requested.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.

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Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

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¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. The final FTE level will be determined upon receiving a final appropriation and operating plan decisions.

Strategy for Managing Interim FTE Levels¹

Office: Region 2

Current On-board FTE Level: 756.3

FY18 Interim FTE Level: 715.7

Number FTE over/under FY 18 interim level: (40.6)

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.

Background: R2 currently has 756.3 on-board FTE; 40.6 over the FY18 target FTE provided by OCFO of 715.7. With anticipated attrition of 41 additional FTE and the use of Superfund Special Accounts, R2 will be able to manage to the proposed target level of appropriated FTE by the end of FY18.

R2 plans to utilize 27 FTE in SF Special Accounts to supplement available appropriated resources to support FTE levels in the region. With expected attrition and the use of SF Special Accounts, R2's current staffing vs. allocation is as follows:

Interim Allocation	715.7
add: SF Special Account FTE	27.0
add: Other Reimbursable FTE	0.2
add: Expected Attrition	41.0
Total Available FTE	783.9
Total On-boards	756.3
add: Pending On-boards	4.0
add: External ongoing recruits	6.0
Delta	17.6

Region 2 expects to end FY18 approximately 20 FTE under our "affordable FTE" which includes appropriated FTE and SF Special Accounts. This delta does not take into account any backfill of positions that become vacant during the year.

Hiring Strategy: The region would like to initiate hiring immediately to fill critical positions in our Superfund program (OSCs and RPMs), contracting and in the RCRA and Air Programs. In addition, the region has been without a security officer for over a year and deems this position most critical to be filled immediately. All of the positions will first be advertised internal to the agency and then, where no candidates emerge from that effort, externally.

Moving forward, as vacancies become available the region will prioritize where critical positions and look to align the backfill of vacancies relative to these priorities. Further, we recognize that there may be a

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

need to shift certain positions within the region to better align positions with resource targets outlined in these interim targets or in an existing operating plan.

Hurricane Response: In addition, in terms of payroll dollars, R2 expects to garner savings against SF payroll for the work being done by Region 2 staff in support of FEMA mission assignments in response to Hurricane's Irma and Maria. Region 2 would request that the savings in payroll accounts related to this work remain with the Region to support hiring additional OSCs to offset the work that is being delayed due to this response.

- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.

The region will meet its target allocation without the use of separation incentives (VERA/VSIP).

- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.

For most positions the region will advertise first within the Agency and then outside, should internal recruitment efforts not be successful.

As discussed above the region has several critical positions in its Superfund, Air and RCRA programs that we would like to move forward first, internal to the agency and then external if necessary.

One position that needs to go external from the outset is a security specialist position that we have been looking to fill since the region's previous security specialist left in 2016. This position is vital to ensure the security of all regional staff and Region 2 EPA owned and leased facilities in three diverse locations in New York City, Edison, NJ and Puerto Rico, as well as smaller offices in Buffalo, NY, Stamford, CT and St. Thomas, VI. The security manager provides critical support in protecting staff and EPA assets as the regional lead in identifying and managing security risks; developing region-wide security protocols and physical security practices; coordinating responses to security related incidents; responding to outstanding security assessment findings; managing the NSI security clearance program; providing liaison with the Federal Protective Service; and providing subject matter expertise to EPA employees and leadership. In addition, the security manager is the region's lead for Occupant Emergency Planning including developing OEPs for each location; communicating emergency and security program changes; and training and drilling regional staff in different threat aspects. Finally, the security manager is the region's Continuity of Operations (COOP) officer, developing and implementing COOP and devolution of operation plans; developing and managing tools to facilitate COOP operations including emergency contact systems, COOP sites and support; communicating COOP standards and protocols to senior leadership and staff; drilling COOP operations with staff and leadership; and coordinating and implementing overall COOP operations in the event of an activation during a man-made or natural emergency.

Skills and knowledge required for this position are not currently found within the region and are extremely specialized, requiring the need to fill the position externally. With the on-going threats facing

federal staff and facilities, especially in potentially high target areas such as New York City, this position is critical to on-going support of the Region's mission and safety of the EPA workforce.

- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.

Anticipated Retirements	41
Engineer/Scientists	7
Inspectors	3
Scientist (Air Planning)	1
Financial Analyst	1
EPS	1
Geologist	1
Chemist	1
Physical Scientist	1
Supervisory EPS	1
Supervisory Environmental Engineer	2
Environmental Scientist	5
Environmental Engineer	4
Contracting Officers	3
Facilities Supervisor/Engineer	1
Grants Specialist	1
Supervisory HR Specialist	1
Management Analyst (Records Management)	1
Physical Scientist (IT)	1
Attorney	3
Administrative Assistant	1
Supervisory Public Affairs Specialist	1

Anticipated Hires	18
Air Permitting	1
Air Planning	1
Financial Analyst	1
OSCs	2
RPMs	7
Civil Investigator	1
Scientist (risk assessor/hydrogeologist)	1
Contracting Officers	3
Security Specialist	1

Note: many of these are backfilling anticipated vacancies that will occur during the fiscal year. Moving forward on any hiring actions (other than the actions noted above in priority hiring under the plan) would not happen until the vacancy is realized and each potential action is reviewed relative to regional priorities and alignment with resources.

- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.

Not applicable

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.

Not applicable

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

Support Programs: *Where programs are held harmless which require direct support from certain administrative functions, reducing the administrative FTE available to support these programs will impact the program's ability to produce results. As an example, the Superfund Remedial program is held harmless in this exercise while the Superfund contracting FTE are reduced by 12%. The Remedial (and Removal) programs require direct support from contract staff to issue task orders at the various sites. Reducing these support staff will slow down the issuance of contracting actions and therefore, slow down the remedial or removal programs' ability to complete work at sites.*

Prevention Programs: Any reduction in our already very small allocation of FTE to the Prevention programs would yield a concomitant reduction in our ability to carry out those important programs; that, in turn, could contribute to an increase in the incidence of severe accidents from high-risk facilities (such as large oil facilities, and facilities that make or use extremely dangerous chemicals such as ammonia, chlorine, etc.).

RCRA program: The RCRA Corrective Action program has 11 Corrective Action Project Managers that provide to approximately 600 Corrective Action sites in NY, NJ and the Virgin Islands. The work performed by the program is non-discretionary and the Branch has fallen below the critical mass due to FTEs reductions in the previous administration, recent attrition and the hiring freeze. This has affected the program's ability to meet its ACS commitments for three years in a row and has jeopardized R2's ability to meet the 2020 goals of having Remedy Construction at 95% of the RCRA corrective action facilities.

Air program: The air program is currently under an aggressive national strategy to reduce the existing State Implementation Plans backlog. Any staff reduction will significantly impact our ability to perform the mission critical and non-discretionary functions of the program.

Enforcement: A 10% percent reduction in enforcement personnel in the next 10 months would have far reaching impacts. For example, issues that would require discussion include: realigning administrative and management positions and evaluating distribution of enforcement resources outside of DECA. National level discussions with OECA on strategically managing reductions of this magnitude across all regions and HQ are also warranted.

Given the past attrition and the expected additional attrition over the next year, and lacking the ability to backfill the positions that become vacant, ORC will increasingly need to juggle its workload and do "triage," focusing on the most urgent priorities (such as legal deadlines) first. There will inevitably be delays. Matters that are less urgent or discretionary will often be put on the back burner, and our ability to take on new matters will be very constrained.

NPDES: A vacant NPDES position in the region's Caribbean Environmental Protection Division is critical to be filled in order to perform the NPDES Industrial compliance actions anticipated in Puerto Rico. This is not a delegated program; therefore, it requires that permitting and enforcement actions be performed by EPA. It also jeopardizes our ability to proceed with the USVI Enforcement Initiative being conducted in response to OIG Report.

Region 8 VERA/VSIP Business Case

As of May 1st, 2017 Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for Voluntary Early Retirement Authority. This Voluntary Separation Incentive Payments/Voluntary Early Retirement Act (VERA/VSIP) proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated number of total number of employees who will take early retirement is 6. The maximum number of No employees who would be involuntarily separated, downgraded or transferred as a result of this proposal restructuring is 0. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Commented [BS1]: I don't have any underlying info to verify this number. Assuming you have double-checked calcs.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below position employees from 16% to 22% of our workforce; a decrease in GS-13 and above positions; and a significant shift away from support positions. The Region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to all eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The Region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP/VERA, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the Region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the Region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Deliberative. Do Not Release

Budget Information

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 1)	
Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000
Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

Table B - Estimated Savings for FY 2018 through FY 2020				
	FY 2017 Payroll	Estimated FY 2018 Savings ³	Estimated FY 2019 Savings	Estimated FY 2020 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459	\$78,956,715	\$80,930,632	\$82,953,898
B. Payroll Savings (Payroll for 8 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017) ⁴	\$0	(\$1,554,474) ⁵	(\$1,593,335)	(\$1,633,169)
C. Working Capital Fund Savings	\$0	(\$33,088)	(\$33,915)	(\$34,763)
D. VSIP Buyout (\$25,000 X 8)	\$200,000	\$0	\$0	\$0
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
F. Total Costs (A+B+C+D+E)	\$76,735,640	\$77,369,153	\$79,303,382	\$81,285,966
G. Total Projected Savings with VERA/VSIP (A-F)	(\$375,181)	\$1,587,562	\$1,627,250	\$1,667,932

¹ Maximum of 8 positions

² Assumes 320 hours of leave at the GS-14 Step 10 level for 8 positions

³ Payroll costs are assumed to increase 3.4% in FY18 and 2.5% in FY19 and FY20.

⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

Region 8 VERA/VSIP Business Case

As of May 1st, 2017 Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for Voluntary Early Retirement Authority. This Voluntary Separation Incentive Payments/Voluntary Early Retirement Act (VERA/VSIP) proposal targets a total of 64 positions and sets forth a maximum total number of 8 VSIP/VERA offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimate of the number of total number of employees who will take early retirement is 4. The maximum number of employees who would be involuntary separated, downgraded or transferred as a result of this restructuring is 0. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Commented [BB1]: I think we should put in 6

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below employees from 16% to 22% of our workforce; a decrease in GS-13 and above positions from 83% to 78% of our workforce; and a significant shift away from support positions. The Region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to all eligible employees where opportunities exist to achieve these reshaping goals.

Commented [BB2]: Deleted per Suzanne and Martin

Region 8 will use both the VERA/VSIP authorities to make near-term workforce-workforce adjustments reductions. The Region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VSIP/VERA, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
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Budget Information

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 4)	
Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000
Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

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E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
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⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
OARM	702	121	164	643
OAR	1155	184	271	1002
OCFO	315	51	83	283
OECA	730	176	164	686
OIG	276	44	58	251
OITA	74	12	19	70
AO	730	76	80	311
OEI	348	71	81	312
OGC	234	37	51	183
OLEM	495	113	134	451
ORD	1794	427	324	1463
OCSPP	1147	203	225	876
OW	602	103	94	502
REGION 1	568	137	201	521
REGION 2	785	205	238	726
REGION 3	828	199	217	722
REGION 4	914	166	297	823
REGION 5	1086	258	309	978
REGION 6	748	227	166	669
REGION 7	522	75	112	444
REGION 8	529	98	127	491
REGION 9	741	145	208	677
REGION 10	548	108	124	501
EPA	15871	3236	3747	13585

VSIP

When an agency has received approval from OPM to offer VSIPs, any employee (as defined in 5 U.S.C. 2105) who meets these general eligibility requirements may receive an offer. The employee must:

1. Be serving in an appointment without time limit;
2. Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 3 years;
3. Be serving in a position covered by an agency VSIP plan (i.e., in the specific geographic area, organization, series and grade);
4. Apply for and receive approval for a VSIP from the agency making the VSIP offer; and
5. Not be included in any of the ineligibility categories listed below.

Employees in the following categories are not eligible for a VSIP:

1. Are reemployed annuitants;
2. Have a disability such that the individual is or would be eligible for disability retirement;
3. Have received a decision notice of involuntary separation for misconduct or poor performance;
4. Previously received any VSIP from the Federal Government;
5. During the 36-month period preceding the date of separation, performed service for which a student loan repayment benefit was paid, or is to be paid;
6. During the 24-month period preceding the date of separation, performed service for which a recruitment or relocation incentive was paid, or is to be paid; and
7. During the 12-month period preceding the date of separation, performed service for which a retention incentive was paid, or is to be paid.

VERA

To be eligible to retire under VERA, an employee must:

(1) Meet the VERA minimum age and service requirements (i.e., the employee has completed at least 20 years of creditable service and is at least age 50, or has completed at least 25 years of creditable service regardless of age);

☐ The minimum age and service requirements are set by statute in 5 U.S.C. 8336(d)(2) for CSRS employees, and in 5 U.S.C. 8414(b)(1) for FERS employees. OPM has no authority to waive either the minimum age or service requirement for VERA eligibility.

(2) Have been continuously employed by the agency for at least 31 days before the date that the agency initially requested OPM approval of VERA;

(3) Hold a position that is not a time-limited appointment;

(4) Have not received a final removal decision based upon misconduct, or unacceptable performance;

- (5) Hold a position covered by the agency's VERA; and
- (6) Retire under the VERA option during the agency's VERA window.

					# of Targeted Positions																	
					by Grade																	
Region 8	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers* See Below	# to Restructure	# to Eliminate	Comments				
BUTTE,MONTANA	1	1		1																		
1301-General Physical Science	1	1		1																		
DENVER,COLORADO	486	92	110	451																		
1035-Public Affairs	11	1	1	11																		
1101-General Business and Industry	1			1																		
1102-Contracting	6		3	5																		
1109-Grants Management	7	1	1	7																		
1160-Financial Analysis	2		1	2																		
1301-General Physical Science	102	21	19	94						3				3								
1320-Chemistry	2	1		2																		
1350-Geology	1			1																		
1530-Statistics	1		1	1																		
1640-Facility Operations Services	1			1																		
2005-Supply Clerical and Technician	1			1																		
201-Human Resources Management	3		1	3																		
2210-Information Technology Management	11	2	3	11																		
260-Equal Employment Opportunity	1			1																		
28-Environmental Protection Specialist	117	20	32	115						14	17			31								
29-Environmental Protection Assistant	1	1		1		1								1								
301-Miscellaneous Administration and Program	16	3	4	14						2	1			3								
306-Government Information Specialist	3	1	1	3																		
308-Records Management	1			1																		
318-Secretary	2			1																		
326-Office Automation Clerical and Assistance	1	1		1																		
340-Program Management	4		3	4																		
343-Management and Program Analysis	19	3	8	19																		
401-General Natural Resources Management and Biological Sciences	9		1	6																		
403-Microbiology	1			1																		
415-Toxicology	9	3		8																		
501-Financial Administration and Program	7	2	3	7																		
503-Financial Clerical and Assistance	2		1	2																		
510-Accounting	6	1	1	5																		
601-General Health Science	1			1																		
690-Industrial Hygiene	1			1																		
80-Security Administration	2		1	2																		
819-Environmental Engineering	86	17	21	79						5				5								
905-General Attorney	43	12	3	35							15			15								
950-Paralegal Specialist	2	1		2																		
986-Legal Assistance	1																					
#N/A	2	1	1	2																		
GOLDEN,COLORADO	14	3	4	13																		
1301-General Physical Science	2	1	1	2						1				1								

1320-Chemistry	7	2	1	6														
2210-Information Technology Management	1			1														
301-Miscellaneous Administration and Program	1			1														
401-General Natural Resources Management and Biological Sciences	3		2	3														
HELENA,MONTANA	25	2	12	24														
1035-Public Affairs	1			1														
1301-General Physical Science	7		4	7														
1315-Hydrology	1			1														
2210-Information Technology Management	1		1	1														
28-Environmental Protection Specialist	5		4	5					1					1				
301-Miscellaneous Administration and Program	1		1	1					1					1				
341-Administrative Officer	2	1		2			2							2				
401-General Natural Resources Management and Biological Sciences	1			1														
501-Financial Administration and Program	1		1	1														
819-Environmental Engineering	4		1	3														
905-General Attorney	1	1		1					1					1				
LIBBY,MONTANA	1		1	1														
819-Environmental Engineering	1		1	1														
PIERRE,SOUTH DAKOTA	1			1														
819-Environmental Engineering	1			1														
Grand Total	528	98	127	491										64				

*Max Number of Offers - Notes:
GS-14 and 15 non-supervisory, series 0028, 0819, 0301, and 1301, total accepted offers: 2
GS-15 non-supervisory attorneys, series 0905, total accepted offers: 2
Supervisory EPS series 0028, total accepted offers: 4
Administrative Officer, series 0341, total accepted offers: 1
EPA, series 0029, total accepted offers: 1
Grand total, max accepted offers: 10

Region 8

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazardous Substance Superfund		Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals			Comments
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce	
Themedelaying (increasing supervisor to staff ratio)													0	0		
Consolidate or reduce administrative or support functions			3	2									3	2	0.38%	
Restructure or reduce highly graded supervisory and non-supervisory positions			47	5	2	1	12	2					61	8	1.53%	
Restructure to focus on core business functions (administrative support)													0	0		
Restructure to focus on STEM/programmatic priorities													0	0		
Consolidate and streamline functions/activities/reduce number of programs													0	0		
Total	0	0	50	7	2	1	12	2	0	0	0	0	64	10	1.92%	

EPM=47.7
SF=12.85
Oil=0.45

Theme	AO			OAR			OARM	
	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions								
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0		0	0		0	0
Appropriation	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers
Science and Technology								
Environmental Program and Management								
Inland Oil Spill Programs								
Hazardous Substance Superfund								
Leaking Underground Storage Tanks								
Inspector General								
Hazardous Waste Electronic Manifest System Fund								
Water Infrastructure Finance and Innovation Fund								
Total								

[illegible]

[illegible]

AO

OARM

OCFO

OCSP

OECA

OEI

OGC

OIG

OITA

OLEM

ORD

OW

Region 2

Region 4

Region 6

Region 8

Region 10

VERA/VSIP Business Case Checklist

Region or Program Office: Region 8

Business Case

A brief, two-page summary that describes the circumstances leading to the request (e.g. efficiency/restructuring/reshaping,). Your business case must include a detailed summary of the program/region personnel and/or budgetary situation that will result in an excess of personnel due to workforce restructuring or reshaping. Review “Guiding Questions for Workforce Planning” for suggestions; example themes and justifications from past VERA/VSIP efforts are included in a separate file.

Information Required for VERA and VSIP Requests

- Identification of specific positions and functions to be reduced or eliminated (identified by organizational unit, geographic location, occupational category, grade level and any other factors related to the position). *
- A one paragraph description of how the program/region will operate without the eliminated/restructured positions.
- A one paragraph explanation of how VSIP will be used in conjunction with VERA.

VSIP-Specific Information

- A description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility). *
- The number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved). *
- A proposed organizational chart displaying the expected changes in the agency’s organizational structure after the agency has completed the incentive payments.

VERA-Specific Information

- Provide the total number of non-temporary employees in the agency or component of the agency undergoing change. *
- Provide the total number of non-temporary employees in the program/region who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation.
- Verify the total number of employees in the agency/organization who are eligible for early retirement. Exclude all employees who are eligible for optional retirement. *
- Include this statement: “The estimate of the total number of employees in the agency/organization who are expected to take early retirement is _____.”
- Provide a description of the types of personnel actions anticipated as a result of the program/region’s need for VERA (e.g., details, reassignments, etc.). This information need not be comprehensive. It should, however, be detailed enough to show how VERA will assist you in accomplishing your restructuring, reshaping, and/or downsizing plans—and the personnel actions you expect to take in concert with VERA to accomplish your goals.

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP (FY17)	
# of Targeted Positions for VSIP x \$25,000	\$ 250,000 (10 positions max)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 220,000 (10 positions max) GS-14/10 (\$68.43) x 320 hours x 10 positions
Total Maximum Direct Costs	\$ 470,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$78,956,715	\$80,930,632
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$76,972,263	\$78,896,568
E. Payroll for # New Hires	\$0	\$0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,984,452	\$2,034,064
G. Pre-VERA/VSIP Annual WCF Cost	\$1,782,169	\$1,826,724
H. Post VERA/VSIP Annual WCF Cost	\$1,740,809	\$1,784,330
I. WCF for # New Hires	\$0	\$0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$41,360	\$42,394
Projected Savings with VERA/VSIP (F + J)	\$2,025,812	\$2,076,458

Footnotes:

Average grade & step used GS-14/10 in the Denver, CO locality

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

Direct Costs

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 4)	
Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$250,000
Annual Leave Buyout for ?? Targeted Positions for VERA, Optional Retirement or Resignation	\$220,000
Total Maximum Direct Costs	\$470,000

Estimated Savings

PP 15 & MR

Table B - Estimated Savings	
	FY 2017 Payroll
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459
B. Payroll Savings (Payroll for 10 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017)	\$0
C. Working Capital Fund Savings	\$0
D. VSIP Buyout (\$25,000 X 10)	\$250,000
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$220,000
F. Total Costs (A+B+C+D+E)	\$76,830,459
G. Total Projected Savings with VERA/VSIP (A-F)	(\$470,000)

10 positions max

GS 14/10 (\$68.43) x 320 hours x 10 positions

=FY17 x 1.034

=FY18 x 1.025 =FY19 x 1.025

for FY 2018 through FY 2020

Savings for FY 2018 through FY 2020		
Estimated FY 2018 Savings	Estimated FY 2019 Savings	Estimated FY2020 Savings
\$78,956,715	\$80,930,632	\$82,953,898
(\$1,943,092)	(\$1,991,670)	(\$2,041,641)
(\$41,360)	(\$42,394)	(\$43,454)
\$0	\$0	\$0
\$0	\$0	\$0
\$76,972,263	\$78,896,568	\$80,868,803
\$1,984,452	\$2,034,064	\$2,085,095

Assumptions

reimbursables/special accounts excluded

average \$7.2k/pp, GS 14/10 x 10 positions x 26.1 pps/year

OECA proposes a broad VERA/VSIP in anticipation of a consolidation of functions, layering of management, and restructuring of organizational components to achieve both near-term workforce reductions and to establish a more efficient and focused Federal enforcement and compliance program that is aligned with the Agency's strategic direction.

OECA has faced shortfalls in extramural and other non-pay accounts over the past several years, relying on reallocation from other Agency components to be able to maintain core systems and mission support activities. A reduction in personnel, in addition to meeting short-term workforce reduction needs, may also help to offset pressure on limited extramural and other non-pay resources in the longer term.

We currently have approximately 730 headquarters employees in DC and field office locations in a wide range of job series and grades, and, as an NPM, OECA has approximately 2100 FTE in the 10 regional offices. We propose to offer VERA/VSIP buyouts to eligible employees across all job series, eliminating or restructuring positions vacated by departing employees to meet future agency and organizational needs. The maximum number of positions to be eligible by series and location will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts. Overall, we are currently considering targeting a VERA/VSIP acceptance rate of as many as 5-7% of our on-boards.

Tentative areas of workforce reshaping and restructuring:

- Many of OECA's components include separate human resources, financial management, contracts/grants management, and other program support functions. A number of eligible staff perform these functions; elimination and/or restructuring of some of these functions could reduce redundancies.
- OECA's current ratio of supervisors to staff is approximately 1:6. Supervisory positions vacated as part of a buyout could provide an opportunity for layering of management and restructuring of positions to reflect changes to organizational components.
- In partnership with states and tribes, OECA may be able to more narrowly focus enforcement and compliance efforts on programs where the Agency has a core federal role and further target efforts in these programs. This may result the ability to streamline or merge some functions across organizational lines, which could improve coordination and achievement of organizational efficiencies. At Headquarters, for example, this may include a streamlining or elimination of overlapping activities/functions currently shared by multiple organizational units. While these opportunities have not yet been defined, it is anticipated that a restructuring of functions may be necessary. A broad approach to a buyout would be consistent with this effort.

Region 8 VERA/VSIP Business Case

As of May 1st, 2017 Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for Voluntary Early Retirement Authority. This Voluntary Separation Incentive Payments/VERA proposal targets a total of 81 positions and sets forth a maximum total number of 10 VSIP/VERA offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; and Butte, Helena and Libby, MT. Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below employees from 16% to 22% of our workforce; a decrease in GS-13 and above positions from 83% to 78% of our workforce; and a significant shift away from support positions. The Region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce reductions. The Region will offer VERA/VSIP to the following employee populations:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 offers will be made in this category. Through attrition gained by VSIP/VERA, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into some lower-graded GS-7/9/11/12 and other GS-7/9/11/12/13 positions with promotion potential established to the appropriate GS-12 or GS-13 grade level.
- All non-supervisory GS-14 and GS-15 attorneys in order to restructure highly graded non-supervisory positions. A maximum of 2 offers will be made in this category. Through attrition gained by VSIP/VERA, the region will reassign the most complex work GS-15 level work (i.e., GS-14 level and above) to existing higher-graded GS-15 positions in order to concentrate the assignment of this work into fewer GS-15 positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13/14 positions with promotion potential established to the appropriate GS-12 or GS-13 grade level.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 2 offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the Region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the Region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers, paralegals, and environmental protection assistants in order to consolidate administrative functions. A maximum of 3 offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Commented [BS1]: I suggest simplifying this language. Here's my attempt.

Commented [BS2]: Attorneys career ladder across agency is GS14. Looking at our numbers, we are heavy in 15s and at a sweet spot with GS14s. I do not think we should target 14s.

Commented [LP3R2]: ORC supports limiting the V/V offers to GS 15 attorneys, so as not to inadvertently jeopardize GS-14 attorney career ladder promotions or positions. As an aside, based upon my recollection of the most comparison of GS 15 percentages in ORCs, R8 ORC and LEP are not out of step with other ORCs.

Commented [BS4]: We start attorneys at GS11.

Commented [BS5]: In light of agency-wide career ladder to 14, I don't want to change in FPL without a more robust national discussion.

Commented [LP6R5]: Agreed. And in fact, changing the career ladder would not likely be something that we could do regionally, without a significant conversation with HQ and other regions.

Commented [BS7]: Excellent business case in this section. Since we are going case-by-case, I suggest we go higher (to 4 positions), since we can manage the outcome.

Commented [BS8]: In the future, I expect that we would want to hire paralegals. The person currently classified as a paralegal is in EPA and is not serving as a paralegal. If we want to offer the EPR paralegal up, I would want to ensure that we maintain future ability to hire a paralegal in ORC or ECEJ. For this package, can we specify paralegals working outside of ORC and ECEJ, and will that give us leeway to hire a paralegal in the future without change the PD?

Commented [LP9R8]: Agreed; we should offer V/V only to paralegals outside of ECEJ and ORC, to preserve the ability to hire paralegals in the future. Alternatively, finalize the classification of the PD for the non-ECEJ/ORC paralegal, such that V/V extends to the current position, instead of the outdated paralegal position.

Deliberative. Do Not Release

DRAFT VERA/VSIP Proposal

Non-supervisory GS-14 and GS-15 Only

- Excluded series: Attorney/Advisor, Toxicologists, Human Resources, Public Affairs.

Series	Universe	GS -14	GS-15	Cap
Env Protection Specialist	9	8	1	2
Env Engineer	5	5	0	
Misc Admin and Program Management	4	2	2	
Gen Science	4	4	0	
Total	22	19	3	

Non-supervisory Attorney Advisor GS-14 and GS-15 Only

Series	Universe	GS -14	GS-15	Cap
Attorney Advisor	32	16	16	2

Supervisory Environmental Protection Specialist

Series	Universe	GS -14	GS-15	Cap
Env Protection Specialist	23	7	16	3

Administrative Officer

Series	Universe	GS- 12	Cap
Administrative Officer	2	2	1

Environmental Protection Specialist

Series	Universe	GS- 7	Cap
Env Protection Assistant	1	1	1

Paralegal -- Outside of ECEJ and LEP

Series	Universe	GS- 12	Cap
Paralegal	1	1	1

Grand Total

Universe of Eligible Employees	Total Acceptance
81	10

VERA/VSIP: OARM & OCFO Initial Proposals

April 27, 2017

Contact: Andrea Westenberger (Region 10 LRC for OCFO & OARM)

OARM

Headline: Most of the V/V areas are internally-focused within OARM and would not likely have major impacts on the regions. However, the related restructuring conversations would most likely involve more regional impacts (i.e., contracts, grants, facilities).

- Identifying support area positions that could be eliminated/used in different ways.
 - Automation clerks
 - Secretaries
 - Analysts
 - Assistants
- Contracts V/V:
 - Focus on core contract operations. Offer to 1102s that are procurement analysts, then reshape workforce to have more contract specialists.
- Centralize some administrative functions/support including OARM's internal HR, budget execution, IT.
- Restructure highly-graded non-supervisory GS-14 & GS-15 to lower grades
- Focus on core functions and improved processes through automation/electronic tools
 - Example: OHR's paper processing of training forms, could become electronic. Staff could focus more on developing training.
- Low priority areas:
 - On-site printing (in OARM)
- Acquisition, Grants, HR
 - Small internal realignments to better support customers
 - Emphasize core functions through grants specialists, contract specialists, facilities, engineer positions, 201s (HR), 1102s (contracting), 1109s (grants management)
- HR
 - Reduce training officer GS-13 to junior position
 - Note: Region 10 considering re-investing in training officer
- Grants
 - Combine policy & competition advocate groups
- Also brainstorming non-V/V restructuring options to identify how to improve/streamline operations
 - Contracts: Gain efficiencies by looking at workload, # contracting vehicles for core functions. Note: number of contracts dictates the number of 1102s at EPA.
 - LER: consistency at the national level

- Facility management: how many facility managers are needed at a macro-level for EPA, look at # facilities and # facility managers. Seek having fewer contracts that span more facilities/organizations.

OCFO

Headline: Most of the V/V areas are internally-focused within OCFO and would not likely have major impacts on the regions. In the future, as OCFO utilizes more data analytics/electronic tools/IT/automation (such as through Compass modules/SCORPIOS upgrades), these process improvements could also shift/transform similar work in the regions. However, those changes (within the regions) are not likely to be realized early on.

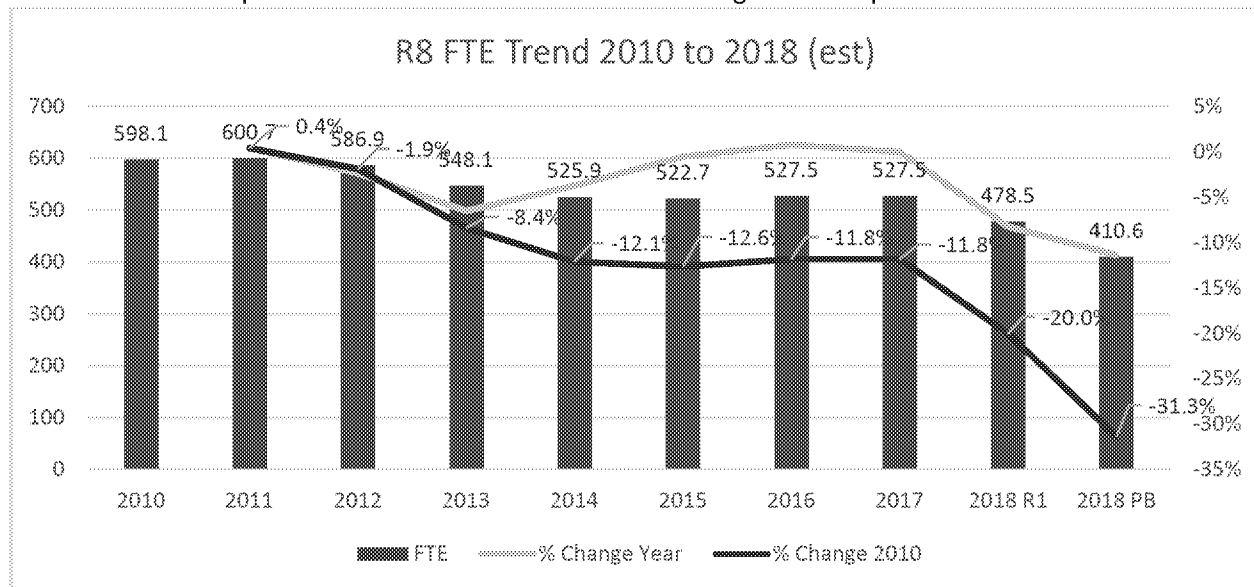
- OCFO offered VERA/VSIP a few years ago at a large level. Result was a significantly smaller workforce followed by turnover.
- OCFO will be implementing/utilizing improved business processes and technology, new skillset of IT-savvy and streamlined analytical workforce. Some manual processes will be replaced by automated processes.
- In 2017, intend to offer a narrowly focused V/V (within OCFO-OC and OCFO-OB) and later replace these positions/work with a more analytical workforce/data analytics/automation. Will likely reduce positions at Cincinnati Finance Center (CFC) in Ohio.
 - Financial specialists & financial technicians
 - Accountants & accounting technicians
 - Administrative support staff
 - Program analysts
 - Management analysts
- OCFO is looking to replace cuff systems with integrated systems (i.e., Compass modules) and move accounting/IT processes under one umbrella in OCFO.

FY18 Interim FTE Allocation – Region 8 Input

Budget Deliberative – Do not Share

Background:

- The Acting CFO has requested input regarding the implementation of a 10% FTE reduction as an interim step until a FY18 Enacted Operating Plan is finalized.
- The FY18 Presidents Budget (PB) and the recent FY18 House Appropriation Bill reduce EPA's FTE ceiling, and associated resources, and taking early steps will help the Agency prepare for reductions.
- Input on the following options was requested by the CFO:
 - Simple Proration – approximately 10% reduction to each account.
 - Proration coupled with Protected Programs – Administrator Priority areas are protected and the remaining reductions prorated across programs.
- Priority Areas include: SF Cleanup and Enforcement, Air Attainment, Chemical Risk Review/Reduction, Reimbursable FTE.
- For Region 8 a 10% reduction to our FY17 Enacted ceiling of 527.5 would be ~52 FTE.
- On 9/25/17 the Region and an onboard count of 512.5, requiring an ~34 FTE reduction.
- Since FY10 Region 8 has experienced a 31.3% reduction in FTE levels compared to the FY18 PB and a 20% reduction compared to the 10% Interim reduction during the same period. See chart below.



- Region 8 has experienced an approximate 8% attrition rate the past 3-4 years, including two VERA/VSIP processes. In FY17, 42 employees left Region 8, including 2 via the VERA/VSIP process, and hired 41.

Observations:

- Current distribution of FTE between the Headquarters employees and Regional employee is 53% and 47%, respectively.
- Reduction targets provided by the Acting CFO are allocated differently and seem to disproportionately impact Regional offices. See chart below:

	Total	%	Cut	%	Cuts if % based
HQ	7,328.7	53%	(257.8)	46%	(294.2)
Regions (RT)	6,538.3	47%	(298.8)	54%	(262.4)
Total	13,867.0		(556.6)		(556.6)

- HQ FTE allocations increased for OCFO, OECA and OEI, and for Regions increased in OAR, and OCSPP.

FY18 Interim FTE Allocation – Region 8 Input

Budget Deliberative – Do not Share

Recommended High level Comments and Input:

- Recommend the Agency examine approaching the target by protecting Administration Priorities, programmatic and associated support programs, and applying a pro-rata reduction to the remaining accounts. This approach,
 - Allows for proactive alignment with new strategic goals and measures.
 - Provides added flexibility that a straight pro-rata does not.
 - Encourages immediate workload analysis/planning, by identifying specific performance related impacts, providing information for risk- based decision making, and, supporting improved resource allocation discussions.
 - Promotes emphasis efficiency and performance improvement efforts and analysis.
- Reductions of any kind can be difficult to absorb in the short term, however, smaller regions are at significant disadvantage to absorb cuts.
 - Many positions are one deep (i.e. Labor Employee Relations, IT, program media specialists).
 - Lack of depth would likely require smaller regions to look at eliminations rather than reduce level of effort.
 - While fewer employees require less mission support resources, there is not a direct 1-to-1 calculation.
- Agency priorities should include mission support work that is a priority (government wide) and will require support. Examples include, increased cyber security posture, reduced FOIA backlog and increased responsiveness to eDiscovery, improved work force performance management, supporting cooperative federalism through grants, IAs and Contracts.
- By identifying priorities, impacts to other program and support areas will be reduced and strategic discussions determining the appropriate and, to a certain extent, consistent level of effort is needed. For example, what level of effort should be assigned to oversight of mature delegated programs, non-statutory programs such as Environmental Education, Water Sense, Environment Justice, etc.
- Should prepare for issues realizing attrition where targeted reductions are allocated. Need to maintain past structure and processes to allow for resource swaps to ensure equitable distribution of impacts whenever possible.
- Reductions to the non-pay accounts such as Grants and Contracts, will also impact Region 8's workforce due to the significant number of Senior Environmental Employees (SEEs) and Contractors that perform direct mission and mission support activities. Currently, Region 8 has approximately 75 SEEs and Contractors.
- Overall, Region 8 will likely end FY18 close to the proposed Interim target of 578.3. However, where the attrition occurs, and when during the FY the attrition occurs, will dictate resource needs in the accounts.
- Effective implementation of these resource reductions may require reassignments and realignments, and Agency support and resources are needed to facilitate such activities.
- Objectivity, collaboration and transparency are critical to ensuring success when there are over 20 organizations involved.

OLEM NPM RCRA Program Efficiencies – DRAFT Straw Proposal

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency's (EPA) Office of Land and Emergency Management (OLEM) is requesting approval authority through September 30, 2017 for the use of Voluntary Early Retirement Authority (VERA/Early-Out) and Voluntary Separation Incentive Payments (VSIP/Buy-Out).

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix, and reduce administrative support positions through efficiencies and technology;
- Streamline OLEM's national workforce by reshaping and reducing a targeted segment of positions that will yield a workforce with skill sets aligned to the Agency's highest priorities;
- Reduce and rebalance the current top-heavy GS-14/15 grade structure to create backfill opportunities for recruiting at lower grade levels;
- Reduce and restructure existing staff layers to improve organizational productivity while reducing the FTE ceiling number to meet agency reductions in staffing and associated payroll costs;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and
- Create hiring opportunities to correct significant competency gaps by creating a limited number of vacancies at lower grades (GS- 7/9) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization;

Under OLEM, the Office of Resource Conservation and Recovery (ORCR) is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals under the Resource Conservation and Recovery Act (RCRA.) ORCR's principal responsibility is to build a national waste management program, implemented through EPA Regional Offices and State Programs. Under RCRA, OLEM plans to reshape and realign its national waste management program to create a more efficient national program in two areas:

- (1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action (CA) programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving effective oversight can be achieved with fewer personnel resources.

- (2) To offset resource reductions in prior years, efficiencies have been gained across the Resource Conservation and Recovery Act (RCRA) programs due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. The RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include a how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA and PCB program. Project teams can customize the resources to meet each region or state's specific needs.

Talking Points/Agenda

Workforce Shaping Discussion

Background

- DA Memo released 4/17 outlining 4 items: Agency Reform Plan, Strategic Plan, Workforce Reduction Plan and Plan to maximize performance.
- Included statement to maintain hiring freeze and given the “resource situation” to commence on planning for V/V to be completed by the end of the FY.
- Current understanding is that the NPMs collaborating with LR’s will begin working on summary level business cases to be shared with the Regions around 5/5.
- Regions would then use these, in conjunction with possible regionally specific V/V objectives, to prepare the following by 5/24:
 - Business Case Summary for V/V
 - Before and After Org Charts
 - List of proposed V/V eligibility by series and grade via OARM Template
 - Safe Positions, with original and modified PDs.

The Process

- EPA will submit only one, agency-level VERA/VSIP business case proposal.
- Program/Region completes Targeted Positions Template and abbreviated, two-page business case based on parameters delineated in V/V Checklist. Office submissions will be compiled by OHR into one OMB/OPM submission.
- Offices submit draft to OARM/OHR for review and feedback.
- Informal review of agency-level proposal by OPM and OMB.
- Submit package for Acting AA of OARM’s approval and signature.
- Submit officially to OPM and OMB.
- Receive Approval.

Key Elements of a V/V Proposal

- An explanation why the requested incentive(s) are an appropriate strategy for making the required workforce adjustments.
- Anticipated budget impact, i.e., direct costs and estimated savings
- Detailed list of positions that will be impacted and offered the incentive(s) identified by organizational unit, geographical location, occupational category, grade level and any other relevant factors.
- An explanation of how the organization will operate without the eliminated positions.
- Target positions, not employees.
- Do not target critical positions, required positions (e.g., Budget Officer) or direct hire positions (IT Security, Contract Specialists).
- SES positions will require additional information (e.g., does the agency plan to return the slot?)
- Targeted positions must be restructured (different grade, series, duties) or eliminated if vacated via VERA/VSIP;

- If the targeted position must remain in the same series and FPL, OPM will request current and proposed PDs and additional information to confirm restructure.
- Can't target positions for the sole purpose of providing promotional opportunities to remaining staff.

V/V Background:

- **VERA** (or Early-Out) allows agencies that are undergoing substantial restructuring, reshaping, downsizing, transfer of function or reorganization to temporarily lower the age and service requirements in order to increase the number of employees who are eligible for retirement.
 - Meet the minimum age and service requirements and be:
 - At least age 50 with at least 20 years of creditable federal service, or
 - Any age with at least 25 years of creditable federal service;
- **VSIP** (or Buy-Out) allows agencies that are downsizing or restructuring to offer employees lump-sum payments up to \$25,000 as an incentive to voluntarily separate.
 - May be offered to employees who are in surplus positions or have skills that are no longer needed in the workforce and who volunteer to separate by resignation, optional retirement or by voluntary early retirement.
 - Some employees may be eligible for VERA and VSIP and can take both (i.e., retire early with a lump-sum incentive).
- **VERA and VSIP ARE NOT**
 - A short-term solution for budget cuts; the focus of your business case should be on addressing shifts in agency priorities.
 - For positions that have direct hire authority or are paying recruitment incentives, e.g. IT Specialist (Information Security).
 - To be used to deal with employees with performance or conduct issues.

For Today

- Do not need a final product or resolution today. Many subsequent discussions.
- Can focus on information sharing and seeing where possible consensus exists for areas/positions to reshape.
- Short Term and Long Term approach is possible so not all changes need to be targeted immediately
- Lack of priorities, and direction make this task difficult and the NPM info may provide additional direction to assist in this effort.

6/30/17 UPDATE

This is a follow up to today's conference call on the VERA/VSIP budget calculations. Please update your templates as was discussed in the call today and email to Carol Terris and Janet Remmers ASAP, but no later than Monday, July 3rd.

Below are the table templates from OHR for the VERA/VSIP:

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
8 Targeted Positions for VSIP x \$25,000	\$ 200,000
Annual Leave Pay Out for 8 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool (GS-14/7) x 240 x 8 positions}	\$ 121,287
Total Maximum Direct Costs	\$ 321,287

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$78,956,715	\$78,956,715
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$77,558,164	\$77,558,164
E. Payroll for 4 New Hires	\$235,011	\$470,022
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,163,540	\$928,529
G. Pre-VERA/VSIP Annual WCF Cost	\$2,817,558	\$2,817,558
H. Post VERA/VSIP Annual WCF Cost	\$2,788,678	\$2,788,094
I. WCF for 4 New Hires	\$7,220	\$14,732
J. WCF Savings for 4 VERA/VSIP Targeted Positions (J = G – H – I)	\$21,660	\$14,732
Projected Savings with VERA/VSIP (F + J)	\$1,185,200	\$943,261

FOOTNOTES:

Table A

1. Used an average of GS 14/7 for Region 8, locality for Denver, CO. Used the standard 240 hours, with 8 maximum, accepted offers during FY17.

Table B

- A. Based on projections done by R8 through pay period 15 and March PHS.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes GS-14/7 annual salary x 32.54% for benefit costs x 8 positions, subtracted from A.
- E. Assumes a domino effect, and 4 external hires would be at lower grades, so assumed GS-12/5 x 32.54% benefits x 4 positions x ½ year for 2018, full-year for 2019
- F. $A - B - C - D - E$
- G. Assumes WCF allocation from FY17 enacted budget for Region 8.
- H. Assumes $\$3610 \times 8 = \$28,880$, taken from G for FY18; for FY19, assumes a 2% increase in costs $\$3683 \times 8 = \$29,464$, taken from G.
- I. Assumes 4 re-structured positions filled internal to R8; the resulting vacancies assumed to be external; $\$3610 \times 4 \times \frac{1}{2}$ for FY18, and $\$3683 \times 4 \times 1$ for FY19)
- J. $G - H - I$

Talking Points

VERA/VSIP

August 10, 2017

- The Acting Deputy Administrator had asked all program and regional offices to review their resources and all 22 regions and program offices submitted plans to the office of Human Resources in the Office of Administration and Resources Management. In developing the VERA/VSIP business case, the agency considered multiple factors including:
 - increasing staff to supervisor ratio;
 - consolidating and streamlining programs and functions;
 - restructuring or reducing highly graded supervisory and non-supervisory positions;
 - focusing on core business functions, programmatic and STEM priorities
- The OHR analyzed these plans and prepared one consolidated agency plan.
- The agency used the selection criteria below in the 2014 and 2015 VERA/VSIPs
 - In the event of more applicants than positions being offered. However, note that these criteria are subject to bargaining with the unions: If the number of applications received exceeds the total number of VSIPs the agency can offer, approvals will be based first on the service computation date used to calculate an employee's leave, then on the entry on duty date for the EPA years of service. If these dates are the same for two EPA eligible employees, then the offer will be granted to the employee who submitted his or her application first.
- All employees who are taking a VERA/VSIP must be separated from the agency by September 2, 2017. It is critical that separations occur in September, since the Agency has funds set aside this fiscal year.
- EPA submitted its draft plan to OPM and OMB on 16 June 2017.
- The agency received approval from OPM and OMB to offer VERA and VSIP on July 10.
- Region 8 had 48 positions identified and would accept a maximum of 8 V/V departures.
- The Region made a very deliberate decision to have a small V/V:
 - First, at this time and with what we know (FY17 budget), we need you doing the important work that you do every day.
 - Second, we want to manage the uncertainty around individual program funding in FY18 and beyond, as we are required to eliminate or significantly restructure any position that is vacated as a result of the V/V. Additionally, as noted above, we were not to use proposed FY18 funding as a basis for eliminating positions.
 - Finally, given our projected attrition rates, we feel we will have some FTE headroom should FY18 budgets be reduced below FY17 levels.
- Region 8 made 2 V/V offers. Both individuals accepted. Their positions cannot be refilled as per the requirements of VERA/VSIP. Departures will need to take place by Sept. 2nd.

Commented [MA1]: Positions, not people, correct???

Mutter edits

- We will not be opening up the VERA/VSIP to other individuals at this time. OPM and OMB require us to adhere in the language in our business case. Any changes would require approval from the Agency, OMB and OPM. The Region is not working on any new VERA/VSIP packages or revisions to the current one.
- The Agency's decision to apply for and offer VERA/VSIPs was not made lightly. Senior management and others throughout the agency have spent a considerable amount of time looking strategically at ways to better align the agency's workforce with agency goals not only for today, but most importantly, for the future.
- Offering VERA/VSIPs is just one component of a much larger effort to improve the way we work and hopefully improve the workplace experience for our employees.

Strategy for Managing Interim FTE Levels¹

Office: Region 8

Current On-board FTE Level: 508.5

FY18 Interim FTE Level: 478.3

Number FTE over/under FY 18 interim level: 30.2

Strategy to meet the new level by end of FY18:

Region 8 expects to meet the new FTE ceiling of 478.3 by September 30, 2018, through a combination of attrition, and continued focused on Superfund Special Account and Reimbursable Account charging. Historically, Region 8 has experienced an attrition rate of approximately 5%. In FY 2015, following the Agency directed VERA/VSIP completed in FY 2014, the attrition met that historical average. However, in FY 2016 and FY 2017 the attrition rate increased to nearly 10% and 8%, respectively. As of November 30th, 5 employees have departed R8, and based on informal communications with employees and supervisors, the region expects 3-5 employees to depart in December, 4 in January, 1 in February, 2 in March and 1 in April and then using a conservative attrition rate of 5% or 25-26 on-boards, we project an additional employee to depart each pay period for the remainder of the fiscal year. Using sustained Special Account and Reimbursable charging of approximately 15 FTE (which reflects last years charging), and the attrition projection outlined above, Region 8 is confident our on-board level will be at or below the 478.3 ceiling by the end of the fiscal year.

While confident in our ability to meet the new ceiling at the Regional level, a challenge for Region 8, and the Agency, will be re-aligning the workforce as attrition occurs during the fiscal year. Inevitably, attrition will not occur in accounts where it may be desired based on the interim FTE targets and steps will need to be taken to align regional employees with the resources provided by OCFO. Resource management actions such as targeted reprogrammings and charging adjustments will solve most small scale issues. However, depending upon the payroll methodology, to more directly align regional employees with the resources provided by OCFO, internal movement via advertisements, and directed reassignments may be necessary. The steps described above will be taken in close coordination with the appropriate HQ offices and in collaboration with our Regional partners.

Being over our interim ceiling Region 8 expects to only externally backfill highly critical positions that are vacated through attrition and only following a thorough review of possible internal Region 8 candidates and availability throughout the Agency. At this time, beyond the LERO position referenced in the next section, the region does not intend to advertise externally for any positions, however, the unknown nature and location of the expected attrition could result in a future need.

Region 8 does not expect to actively eliminate positions due to the interim hiring target. However, as attrition occurs the region will continually examine our workforce alignment with the Administration's priorities, and make the necessary adjustments to achieve the expected outcomes. Areas that could be reduced either through projected attrition that would remain unfilled or workforce realignment include:

- Reduced civil enforcement and compliance monitoring activities, impacting inspections and case development.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

- Less support for disadvantaged and underserved Environmental Justice Communities.
- Fewer Remedial Project managers, On-Scene Coordinators, site-assessors, Superfund Cost Recovery accountants and NEPA Reviewers.
- Elimination of regional environmental education coordination and closure or reduction of the regional information service center and library.
- Elimination of climate change coordinator position, ambient air quality monitoring, Radon, Indoor air and WaterSense positions.
- Reduced level of support for state LUST programs.
- Reconfigure the Tribal Assistance program and eliminate supervisory position.
- Reduced regional general law practice.
- Reduced toxicological and hydrogeological support for regional programs.
- Divestment from the Urban-Waters program, and UIC Class 5 inspection program.
- Diminished non-point source and wetlands programs support for states and tribes.
- Reduced internal control and regional financial oversight, regional security and health safety personnel and a Quality Assurance program reconfiguration.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

The Region 8 LERO recently accepted a temporary promotion to support national LER efforts, scheduled to begin December, 2017. The promotion can be extended. In addition, the current LERO is retirement eligible in June 2018, she would however, like to train a successor prior to retiring. The region has historically only employed a single LERO, and the employee's departure means the region will not have a LERO. Recently, the region requested approval to externally fill an LERO position to provide immediate support while also providing much needed succession planning for this critical position. This position was approved by the Deputy Administrator and the advertisement will be posted shortly.

Impacts of reduced FTE levels - Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.

If the Region experiences attrition in programs directly aligned with the Administration's priorities, steps will be taken to moderate any impacts to the extent possible. The region would also examine realignment options to provide succession planning, and information transfer to lessen the impact of the reduced FTE. Nonetheless, impacts will be felt especially if the attrition is concentrated or highly unexpected. Currently, the Region is experiencing lower than preferred FTE levels in key air programs and will likely experience more attrition and ensuring adequate levels to maintain and address continued non-attainment issues in the region will be challenging. In addition, the region expects attrition in our Superfund Programs, and while some decrease can be sustained, our longer-term ability to speed up the completion and the return to reuse of regional Superfund sites will be obstructed. As indicated above, reductions in some programs will also impact our ability to provide an accustomed level of support to our states and tribes. Reductions, realignments and impacts will be discussed with our state and tribal partners finding ways to leverage our resources and prioritize efforts clearly and collaboratively.

Region 8 VERA/VSIP Business Case

As of May 1st, 2017 Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for Voluntary Early Retirement Authority. This Voluntary Separation Incentive Payments/Voluntary Early Retirement Act (VERA/VSIP) proposal targets a total of 48 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The Region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The Region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the Region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the Region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Table A – Direct Costs for VERA/VSIP	
8 Targeted Positions for VSIP x \$25,000	\$ 200,000
Annual Leave Pay Out for 8 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool (GS-14/7) x 240 x 8 positions}	\$ 121,287
Total Maximum Direct Costs	\$ 321,287

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost ¹	\$78,956,715	\$78,956,715
B. VERA/ VSIP Payout Cost ²	\$0	\$0
C. Leave Payout Cost ³	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost ⁴	\$77,558,164	\$77,558,164
E. Payroll for 4 New Hires ⁵	\$235,011	\$470,022
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E) ⁶	\$1,163,540	\$928,529
G. Pre-VERA/VSIP Annual WCF Cost ⁷	\$2,817,558	\$2,817,558
H. Post VERA/VSIP Annual WCF Cost ⁸	\$2,788,678	\$2,788,094
I. WCF for 4 New Hires ⁹	\$7,220	\$14,732
J. WCF Savings for 4 VERA/VSIP Targeted Positions (J = G – H – I) ¹⁰	\$21,660	\$14,732
Projected Savings with VERA/VSIP (F + J)	\$1,185,200	\$943,261

¹ Based on projections done by R8 through pay period 15 and March PHS.

² VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.

³ Leave payout takes place in FY17 and doesn't impact FY18 or FY19.

⁴ Assumes GS-14/7 annual salary x 32.54% for benefit costs x 8 positions, subtracted from A.

⁵ Assumes a domino effect, and 4 external hires would be at lower grades, so assumed GS-12/5 x 32.54% benefits x 4 positions x ½ year for 2018, full-year for 2019

⁶ A – B – C – D -E

⁷ Assumes WCF allocation from FY17 enacted budget for Region 8.

⁸ Assumes \$3610 x 8 = \$28,880, taken from G for FY18; for FY19, assumes a 2% increase in costs \$3683 x 8 = \$29,464, taken from G.

⁹ Assumes 4 re-structured positions filled internal to R8; the resulting vacancies assumed to be external; \$3610 x 4 x ½ for FY18, and \$3683 x 4 x 1 for FY19)

¹⁰ G – H - I

Region 8 VERA/VSIP Business Case

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Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below employees from 16% to 22% of our workforce; a decrease in GS-13 and above positions; and a significant shift away from support positions. The Region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to all eligible employees where opportunities exist to achieve these reshaping goals.

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- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Budget Information

Table A - Direct Costs for VERA/VSIP	
Targeted Positions (See details in Attachment 1)	
Targeted Positions for VSIP X \$25,000 (maximum cash buy-out) ¹	\$200,000
Annual Leave Buyout for 8 Targeted Positions for VERA, Optional Retirement or Resignation	\$175,181 ²
Total Maximum Direct Costs	\$375,181

Table B - Estimated Savings for FY 2018 through FY 2020				
	FY 2017 Payroll	Estimated FY 2018 Savings ³	Estimated FY 2019 Savings	Estimated FY 2020 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)*	\$76,360,459	\$78,956,715	\$80,930,632	\$82,953,898
B. Payroll Savings (Payroll for 8 VERA/VSIP targeted positions with 9/30/17 Buyout Date with 0% of year remaining in 2017) ⁴	\$0	(\$1,554,474) ⁵	(\$1,593,335)	(\$1,633,169)
C. Working Capital Fund Savings	\$0	(\$33,088)	(\$33,915)	(\$34,763)
D. VSIP Buyout (\$25,000 X 8)	\$200,000	\$0	\$0	\$0
E. Leave Payout Estimate (presumes 320 hours at GS 14/10 average salary)	\$175,181	\$0	\$0	\$0
F. Total Costs (A+B+C+D+E)	\$76,735,640	\$77,369,153	\$79,303,382	\$81,285,966
G. Total Projected Savings with VERA/VSIP (A-F)	(\$375,181)	\$1,587,562	\$1,627,250	\$1,667,932

¹ Maximum of 8 positions

² Assumes 320 hours of leave at the GS-14 Step 10 level for 8 positions

³ Payroll costs are assumed to increase 3.4% in FY18 and 2.5% in FY19 and FY20.

⁴ Reimbursable and special accounts are excluded.

⁵ Savings estimates are based on 8 GS-14 Step 10 positions due to the predominant grade levels of the positions being offered.

Strategy for Managing Interim FTE Levels¹

Office: OCSPP

Current On-board FTE Level: 936.2 FTE (excluding 36.4 PRIA fee-funded FTE)

FY18 Interim FTE Level: 932.5 (excluding PRIA fee-funded FTE)

Number FTE over/under FY 18 interim level: +3.7 over FY 18 Interim Level

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
 - OCSPP expects that regular attrition (FY 15-17 average attrition – 8.7%) will be sufficient to meet the FY 2018 Interim FTE Target.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
 - OCSPP will limit hiring to the priority areas of TSCA implementation and meeting Pesticides program statutory deadlines. Backfilling of departing FTE in non-priority programs will be considered on a case-by-case basis and only authorized if deemed necessary by the AA/DAA. Hiring strategies include internal reassignments from other RPIOs, including efforts that would help other RPIOs meet their FY 2018 Interim FTE Targets.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
 - Given the limited reduction in FTE necessary to meet the FY 2018 Interim FTE Target, and the expectation that attrition will be sufficient, OCSPP does not have a current estimate on the numbers or functions of FTE that will be reduced over the year. FTE hires will be in critical areas to support TSCA and Pesticides requirements, see critical needs section for a discussion of the increase in positions/functions in these areas.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.
 - OCSPP will share FTE planning information with the Regions through OCSPP's Lead Region, Region 2.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.
 - OCSPP has been granted permission by the Acting Deputy Administrator to hire 50 additional FTE to support the Pesticides program. The 50 FTE will be paid from Pesticides Fee collections (25 each from PRIA and FIFRA fee accounts). OCSPP has been pursuing internal advertisements and recruitments. These hires will not impact OCSPP's ability to meet the FY 2018 Interim FTE target as OCSPP is currently below the FIFRA FTE ceiling and PRIA funded FTE do not count against Agency FTE ceilings per statutory language. Hiring will be focused on the following classifications: Toxicologists, Chemists, Biologists, ~~Epidemiologists~~, Economists, as well as other professional series such as IT and IM that support Pesticides Registration (PRIA) and Reregistration (FIFRA) work. See attachment for the breakout of the 50 FTE by job series.
 - Additional FTE will be necessary to meet the new requirements of the 2016 TSCA amendments. Technical expertise will be needed in risk assessment, including toxicology, chemistry, and biology, as well as in IT, economics, and regulatory support. OCSPP is conducting a strategic workforce planning exercise to determine the total new FTE needed to implement the amended TSCA.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.
 - Reduced FTE levels and the need to reallocate existing FTE to priority areas may have an impact on the Program's ability to meet expectations in the following programs: Pollution Prevention Program, Lead Risk Reduction Program, Endocrine Disruptor Screening Program, and Science Policy & Biotechnology Programs. These programs are not included in the draft FY 2018 – 2022 EPA Strategic Plan and are proposed for elimination in the FY 2018 President's Budget.

Strategy for Managing Interim FTE Levels¹

Office: OCSPP

Current On-board FTE Level: 936.2 FTE (excluding 36.4 PRIA fee-funded FTE)

FY18 Interim FTE Level: 932.5 (excluding PRIA fee-funded FTE)

Number FTE over/under FY 18 interim level: +3.7 over FY 18 Interim Level

Strategy to meet the new level by end of FY18:

- Describe strategy to manage FTE levels to meet FY18 interim levels by the end of FY18.
- Reduction strategy could include attrition (if different than your average annual attrition rate please explain why), targeted VERA/VSIP, and/or transfers to other agency offices. Please include expected timeframe.
 - OCSPP expects that regular attrition (FY 15-17 average attrition – 8.7%) will be sufficient to meet the FY 2018 Interim FTE Target. OCSPP does not expect it will be necessary to pursue additional targeted VERA/VSIP's.
- Strategy for any hiring should focus on priority areas in the near term, and first look to hiring from within the agency. External hiring should be limited to situations where the expertise and/or capacity is not available inside the agency. Plan to provide descriptions that justify determinations that capacity is not available within agency.
 - OCSPP will limit hiring to the priority areas of TSCA implementation and meeting Pesticides program statutory deadlines. Backfilling of departing FTE in non-priority programs will be considered on a case-by-case basis and only authorized if deemed necessary by the AA/DAA. Hiring strategies include internal reassignments from other RPIOs, including efforts that would help other RPIOs meet their FY 2018 Interim FTE Targets.
- Please include the numbers and function of the positions you expect to reduce/increase over the year. For example: Contracting Officers: 5. This will allow us to have a corporate look across the Agency.
 - Given the limited reduction in FTE necessary to meet the FY 2018 Interim FTE Target, and the expectation that attrition will be sufficient, OCSPP does not have a current estimate on the numbers or functions of FTE that will be reduced over the year. FTE hires will be in critical areas to support TSCA and Pesticides requirements, including Toxicologists, Chemists, Biologists, etc.
- If a region is proposing a notably larger reduction to a program than identified from the materials distributed by OCFO (taking advantage of flexibility), then there should be communication between the region and NPM.
 -

Commented [BB1]: Perhaps we need to look at this to see if we may need additional VV to shape the workforce further.

Commented [BC2]: We may want to consider that the 8.7% could be inflated due to past V/V's. I also agree we should discuss a V/V for reshaping the workforce to where our priorities will be.

Commented [BB3]: We have contacted the ORD SBO and alerted him to the desire to discuss tactical reassignments. Suggest PDAA contact ORD DAA to pursue further.

Commented [BC4]: Should we be more specific about the types of positions we would be looking for?

Commented [BC5]: Let's see if we can be more specific. It looks like we can up FTE in TSCA.

Commented [SG6]: How will HQ RPIOs be informed of this?

Commented [BB7]: We also need to decide how to communicate with the regions on this requirement.

¹ The FTE level identified is an interim level and represents a scenario for planning purposes only. Final FTE levels will be determined upon receiving a final appropriation and operating plan decisions.

Special request to meet short term critical needs (for offices/regions that are projected to be over FY18 interim levels)

- Please describe any near-term critical needs, identifying the technical expertise needed; why it is critical in the near-term and where across the agency this expertise may exist.
 - OCSPP has been granted permission by the Acting Deputy Administrator to hire 50 additional FTE to support the Pesticides program, the 50 FTE will be paid from Pesticides Fee collections (25 each from PRIA and FIFRA fee accounts). OCSPP has been pursuing internal advertisements and recruitments. These hires will not impact OCSPP's ability to meet the FY 2018 Interim FTE target as OCSPP is currently below the FIFRA FTE ceiling and PRIA funded FTE do not count against Agency FTE ceilings.

Impacts of reduced FTE levels

- Identify the impact(s) for this fiscal year to key deliverables or Administrator priorities in your program.
 - Reduced FTE levels and the need to reallocate existing FTE to priority areas may have an impact on the Program's ability to meet expectations in the following programs: Pollution Prevention Program, Lead Risk Reduction Program, Endocrine Disruptor Screening Program, and Science Policy & Biotechnology Programs. These programs are not included in the draft FY 2018 -- 2022 EPA Strategic Plan and are proposed for elimination in the FY 2018 President's Budget.

VERA/VSIP Business Case Checklist

Region or Program Office: Office of Chemical Safety and Pollution Prevention (OCSPP)

OCSPP is requesting approval authority for the use of Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA) to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increase efficiency, and reducing our highly-graded Full-Time Equivalents (FTEs).

- Reduce the number of GS-0303 Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Govtrip, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (OPPT) in Washington, DC, and 2 are in the Office of Pesticide Programs (OPP) in Arlington, VA. All offers would be accepted.
- Reduce the number of GS-0301 Miscellaneous Administration and Program Series GS-15 positions in OPPT. OPPT is considering consolidation of IT and business infrastructure and support functions into one division. This new structure will better organize related functions within the division, branches and teams. This updated structure will organize IT around the relevant technologies and project management support needs, establish one organizational unit with primary responsibilities for implementing the new TSCA Section 14 CBI review and determination work, and organize general budget, HR and outreach responsibilities into more efficient units. Reshaping these areas into one division from two and updating the organization of the work will result in a reduced need for positions in this series. OPPT would expect to fill any new FTE positions at non-supervisory, lower grades in restructured positions. OPPT has 6 GS-15 positions in this series. Two are supervisory and 4 are non-supervisory. All offers would be accepted. (If OPPT can provide a current and future org chart we should include it).
- Reduce and restructure the number of Senior Executive Service and supervisory GS-15 positions in OPPT. OPPT is considering realigning functions to better meet new work responsibilities associated with the new TSCA. OPPT will reduce and consolidate some supervisory and management positions (need more here). New hires may be delayed or filled on a temporary basis pending organizational review. We still expect the majority of current SES and GS-15 supervisory positions would need to be filled but with different skill sets. This approach will allow OPPT to address its changing priorities. OPPT has 6 SES currently eligible for retirement or early retirement. Up to 4 offers would be accepted. OPPT has 19 non-SES supervisors eligible for retirement or early retirement. Up to 17 offers would be accepted (7 of 9 offers for 0028 EPS would be accepted and all offers would be accepted for other series).

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

- Reduce the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. OCSPP will review positions that are vacated and determine the appropriate actions and if the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 37 offers would be accepted across many series (1 in the IO, 18 in OPPT, 15 in OPP, and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.
- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and reduce supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit, and also combine scientific specialties related to health effects and exposure into one branch. This leads to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions. Two of the three are GS-15-0343 Program Analysts, and one is xxx. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s. (If OPP can provide a current and future org chart we should include it).

Commented [GK1]: OPPT – this number is 18 as opposed to 22 because 4 non sup 15s are included in the 0301 bullet above.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ Amount
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ Amount
Total Maximum Direct Costs	\$ Sum

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

A. Pre-VERA/VSIP Annual Payroll Cost		
B. VERA/ VSIP Payout Cost		
C. Leave Payout Cost		
D. Post VERA/VSIP Annual Payroll Cost		
E. Payroll for # New Hires		
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)		
G. Pre-VERA/VSIP Annual WCF Cost		
H. Post VERA/VSIP Annual WCF Cost		
I. WCF for # New Hires		
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)		
Projected Savings with VERA/VSIP (F + J)		

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
OARM	702	121	164	643
OAR	1155	184	271	1002
OCFO	315	51	83	283
OECA	730	176	164	686
OIG	276	44	58	251
OITA	74	12	19	70
AO	730	76	80	311
OEI	348	71	81	312
OGC	234	37	51	183
OLEM	495	113	134	451
ORD	1794	427	324	1463
OCSPP	1147	203	225	876
OW	602	103	94	502
REGION 1	568	137	201	521
REGION 2	785	205	238	726
REGION 3	828	199	217	722
REGION 4	914	166	297	823
REGION 5	1086	258	309	978
REGION 6	748	227	166	669
REGION 7	522	75	112	444
REGION 8	529	98	127	491
REGION 9	741	145	208	677
REGION 10	548	108	124	501
EPA	15871	3236	3747	13585

VSIP

When an agency has received approval from OPM to offer VSIPs, any employee (as defined in 5 U.S.C. 2105) who meets these general eligibility requirements may receive an offer. The employee must:

1. Be serving in an appointment without time limit;
2. Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 1 year;
3. Be serving in a position covered by an agency VSIP plan (i.e., in the specific geographic area, organization, series and grade);
4. Apply for and receive approval for a VSIP from the agency making the VSIP offer; and
5. Not be included in any of the ineligibility categories listed below.

Employees in the following categories are not eligible for a VSIP:

1. Are reemployed annuitants;
2. Have a disability such that the individual is or would be eligible for disability retirement;
3. Have received a decision notice of involuntary separation for misconduct or poor performance;
4. Previously received any VSIP from the Federal Government;
5. During the 36-month period preceding the date of separation, performed service for which a student loan repayment benefit was paid, or is to be paid;
6. During the 24-month period preceding the date of separation, performed service for which a recruitment or relocation incentive was paid, or is to be paid; and
7. During the 12-month period preceding the date of separation, performed service for which a retention incentive was paid, or is to be paid.

VERA

To be eligible to retire under VERA, an employee must:

- (1) Meet the VERA minimum age and service requirements (i.e., the employee has completed at least 20 years of creditable service and is at least age 50, or has completed at least 25 years of creditable service regardless of age);
The minimum age and service requirements are set by statute in 5 U.S.C. 8336(d)(2) for CSRS employees, and in 5 U.S.C. 8414(b)(1) for FERS employees. OPM has no authority to waive either the minimum age or service requirement for VERA eligibility.
- (2) Have been continuously employed by the agency for at least 31 days before the date that the agency initially requested OPM approval of VERA;
- (3) Hold a position that is not a time-limited appointment;
- (4) Have not received a final removal decision based upon misconduct, or unacceptable performance;
- (5) Hold a position covered by the agency's VERA; and
- (6) Retire under the VERA option during the agency's VERA window.

OARM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
ATLANTA, GEORGIA	2	2		2
1801-General Inspection, Investigation, and Compliance	1	1		1
905-General Attorney	1	1		1
BOSTON, MASSACHUSETTS	1			1
343-Management and Program Analysis	1			1
CHICAGO, ILLINOIS	1			1
905-General Attorney	1			1
CINCINNATI, OHIO	68	9	21	65
1102-Contracting	2			1
1301-General Physical Science	1		1	1
1410-Librarian	1			1
1654-Printing Services	1	1		1
18-Safety and Occupational Health Management	2		2	2
2010-Inventory Management	1			1
201-Human Resources Management	29	4	10	28
203-Human Resources Assistance	2			2
2210-Information Technology Management	6		2	5
318-Secretary	2	1		2
340-Program Management	1			1
343-Management and Program Analysis	12	3	3	12
391-Telecommunications	2		1	2
801-General Engineering	4		1	4
80-Security Administration	1			1
830-Mechanical Engineering	1		1	1
DURHAM, NORTH CAROLINA	131	11	19	111
1102-Contracting	33	4	8	31
1301-General Physical Science	1			
1640-Facility Operations Services	6		1	5
18-Safety and Occupational Health Management	1			1
2010-Inventory Management	1			
201-Human Resources Management	55	3	6	44
203-Human Resources Assistance	5			4
2210-Information Technology Management	10	1	3	8
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	2			2
340-Program Management	3			3
341-Administrative Officer	1			1
343-Management and Program Analysis	2	1	1	2
511-Auditing	1	1		1
801-General Engineering	1	1		1
80-Security Administration	1			1
830-Mechanical Engineering	4			4

[illegible]

850-Electrical Engineering	2			2
899-Engineering and Architecture Student Trainee	1			1
LAS VEGAS, NEVADA	21	2	5	18
201-Human Resources Management	18	2	5	15
203-Human Resources Assistance	2			2
318-Secretary	1			1
MOREHEAD CITY, NORTH CARO	1		1	1
201-Human Resources Management	1		1	1
NEW BERN, NORTH CAROLINA	1			1
201-Human Resources Management	1			1
NORWOOD, OHIO	37	4	6	34
1102-Contracting	36	3	6	33
301-Miscellaneous Administration and Program	1	1		1
PHILADELPHIA, PENNSYLVANI	1			1
905-General Attorney	1			1
SAN FRANCISCO, CALIFORNIA	1			1
343-Management and Program Analysis	1			1
WASHINGTON, DC	433	93	112	407
1001-General Arts and Information	1		1	1
1102-Contracting	96	19	24	90
1103-Industrial Property Management	1			1
1106-Procurement Clerical and Technician	1	1		1
1109-Grants Management	22	6	5	22
1170-Realty	1			1
1640-Facility Operations Services	2		2	2
1654-Printing Services	1			1
1712-Training Instruction	1			1
1750-Instructional Systems	2			1
1801-General Inspection, Investigation, and Compliance	2		1	2
18-Safety and Occupational Health Management	3		1	3
201-Human Resources Management	37	11	8	34
203-Human Resources Assistance	2	1	1	2
2101-Transportation Specialist	1			
2210-Information Technology Management	25	1	9	25
28-Environmental Protection Specialist	1			1
301-Miscellaneous Administration and Program	21	7	7	20
303-Miscellaneous Clerk and Assistant	2	2		2
306-Government Information Specialist	3	2	1	3
318-Secretary	2	1	1	2
326-Office Automation Clerical and Assistance	2	1		2
340-Program Management	7	2	2	7
341-Administrative Officer	2		1	2
342-Support Services Administration	11	6	3	11
343-Management and Program Analysis	106	21	24	99
344-Management and Program Clerical and Assistance	1			1
351-Printing Clerical	1		1	1
391-Telecommunications	1	1		1

510-Accounting	4	1	1	4
511-Auditing	5	2	2	5
690-Industrial Hygiene	1	1		1
801-General Engineering	1			1
804-Fire Protection Engineering	2		1	1
808-Architecture	5	2		4
80-Security Administration	18	2	4	17
810-Civil Engineering	1	1		1
819-Environmental Engineering	1			1
830-Mechanical Engineering	4		1	3
850-Electrical Engineering	1			1
905-General Attorney	26	2	7	23
935-Administrative Law Judge	3		2	3
950-Paralegal Specialist	1		1	1
#N/A	2		1	2
Grand Total	698	121	164	643

OAR	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	282	46	73
1102-Contracting	1		
110-Economist	3		
1301-General Physical Science	21	1	8
1320-Chemistry	7	3	
1399-Physical Science Student Trainee	1		
1550-Computer Science	4	2	
1640-Facility Operations Services	4		
1801-General Inspection, Investigation, and Compliance	14	2	3
1910-Quality Assurance	1		
201-Human Resources Management	2		
2210-Information Technology Management	8	1	2
28-Environmental Protection Specialist	51	11	16
301-Miscellaneous Administration and Program	13	2	3
318-Secretary	1		1
343-Management and Program Analysis	11		1
4714-Model Making	1		
801-General Engineering	21	2	4
802-Engineering Technical	12	2	4
803-Safety Engineering	1	1	
819-Environmental Engineering	14	2	5
830-Mechanical Engineering	62	12	19
850-Electrical Engineering	4	2	
854-Computer Engineering	2		1
893-Chemical Engineering	12	3	6
899-Engineering and Architecture Student Trainee	4		
905-General Attorney	3		
99-General Student Trainee	4		
ANNAPOLIS, MARYLAND	1		
343-Management and Program Analysis	1		
AUTAUGA, ALABAMA	1		
1320-Chemistry	1		
DALLAS, TEXAS	1		
1301-General Physical Science	1		
DURHAM, NORTH CAROLINA	345	54	78
1035-Public Affairs	1		
1101-General Business and Industry	7	1	
110-Economist	9	1	
1301-General Physical Science	66	13	4
1530-Statistics	6		1
2210-Information Technology Management	9	1	
28-Environmental Protection Specialist	112	15	32

	# of Targeted Positions														
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	
248															
1															
1															
16															
5															
4															
2															
14															
1															
2															
8															
50															
11															
1															
11															
1															
21															
8															
1															
13															
57															
4															
2															
12															
2															
1															
1															
1															
1															
294															
1															
7															
7															
49															
4															
8															
98															

301-Miscellaneous Administration and Program	27	8	7
306-Government Information Specialist	1		
340-Program Management	7	2	3
343-Management and Program Analysis	14	3	3
401-General Natural Resources Management and Biological Sciences	3		
408-Ecology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		1
601-General Health Science	12	1	1
819-Environmental Engineering	64	9	25
893-Chemical Engineering	3		
LAS VEGAS, NEVADA	23	8	3
1102-Contracting	1		
1301-General Physical Science	10	4	1
1306-Health Physics	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	5	2	1
303-Miscellaneous Clerk and Assistant	1	1	
343-Management and Program Analysis	2	1	1
690-Industrial Hygiene	1		
819-Environmental Engineering	1		
MONTGOMERY, ALABAMA	39	9	10
1102-Contracting	1		
1301-General Physical Science	25	7	7
1306-Health Physics	1		
1320-Chemistry	6	1	2
1529-Mathematical Statistics	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2		
318-Secretary	1	1	
690-Industrial Hygiene	1		
SAN DIEGO, CALIFORNIA	1	1	
301-Miscellaneous Administration and Program	1	1	
WASHINGTON NAVY YARD, DC	1		
1301-General Physical Science	1		
WASHINGTON, DC	450	66	107
1035-Public Affairs	21		2
1102-Contracting	4		
110-Economist	18	3	2
1301-General Physical Science	43	9	4
1306-Health Physics	5	1	2
1320-Chemistry	3		2
1350-Geology	2		
1515-Operations Research	1	1	
1530-Statistics	2	1	
1550-Computer Science	1		
1801-General Inspection, Investigation, and Compliance	1		

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2210-Information Technology Management	9	2	3
28-Environmental Protection Specialist	160	8	36
301-Miscellaneous Administration and Program	18	5	7
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	6	1	3
340-Program Management	6	2	1
341-Administrative Officer	1	1	
343-Management and Program Analysis	89	20	28
344-Management and Program Clerical and Assistance	3	2	1
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	6	2	
408-Ecology	1		
801-General Engineering	3		1
819-Environmental Engineering	33	5	11
830-Mechanical Engineering	2		1
861-Aerospace Engineering	1		
893-Chemical Engineering	2	1	
905-General Attorney	4	1	2
99-General Student Trainee	2		
#N/A	1		1
Grand Total	1144	184	271

9														
137														
18														
1														
6														
5														
1														
86														
3														
6														
1														
3														
31														
2														
1														
2														
4														
1														
1002														

OCFO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
CHAMPAIGN, ILLINOIS	1			1
1160-Financial Analysis	1			1
CINCINNATI, OHIO	6		1	6
2210-Information Technology Management	1			1
501-Financial Administration and Program	3			3
510-Accounting	2		1	2
DURHAM, NORTH CAROLINA	57	8	16	51
2210-Information Technology Management	12	1	7	12
2299-Information Technology Student Trainee	1			
301-Miscellaneous Administration and Program	1			1
343-Management and Program Analysis	2		1	2
399-Administration and Office Support Student Trainee	3			
501-Financial Administration and Program	22	4	6	21
510-Accounting	16	3	2	15
LAS VEGAS, NEVADA	19	3	7	15
2210-Information Technology Management	1			
318-Secretary	1			1
501-Financial Administration and Program	12	2	5	9
503-Financial Clerical and Assistance	1			1
510-Accounting	4	1	2	4
NORWOOD, OHIO	44	5	6	43
343-Management and Program Analysis	2		1	2
501-Financial Administration and Program	20	3	1	19
510-Accounting	21	2	4	21
599-Financial Management Student Trainee	1			1
WASHINGTON, DC	186	35	53	167
1035-Public Affairs	1			1
1160-Financial Analysis	1			1
2210-Information Technology Management	31	2	8	28
301-Miscellaneous Administration and Program	3	2	1	3
303-Miscellaneous Clerk and Assistant	1	1		1
318-Secretary	3	3		2
340-Program Management	1	1		1
341-Administrative Officer	2		2	2
343-Management and Program Analysis	81	13	18	73
399-Administration and Office Support Student Trainee	1			
501-Financial Administration and Program	18	2	9	18
503-Financial Clerical and Assistance	1	1		1
510-Accounting	33	8	12	29
560-Budget Analysis	4	2		4
599-Financial Management Student Trainee	2			
905-General Attorney	1		1	1

[illegible]

#N/A	2		2	2
Grand Total	313	51	83	283

OECA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ALBUQUERQUE, NEW MEXICO	1		
819-Environmental Engineering	1		
ANCHORAGE, ALASKA	3		
1811-Criminal Investigating	3		
ARLINGTON, VIRGINIA	3		
1811-Criminal Investigating	3		
ATLANTA, GEORGIA	8	2	
1301-General Physical Science	1		
1811-Criminal Investigating	7	2	
BALTIMORE, MARYLAND	2		
1811-Criminal Investigating	2		
BATON ROUGE, LOUISIANA	2		
1811-Criminal Investigating	2		
BISMARCK, NORTH DAKOTA	2		
1811-Criminal Investigating	2		
BOISE, IDAHO	2	1	
1811-Criminal Investigating	2	1	
BOSTON, MASSACHUSETTS	8	4	
1811-Criminal Investigating	6	3	
301-Miscellaneous Administration and Program	1	1	
905-General Attorney	1		
BRUNSWICK, GEORGIA	3		1
1811-Criminal Investigating	2		
343-Management and Program Analysis	1		1
BUFFALO, NEW YORK	2		
1811-Criminal Investigating	2		
CHARLESTON, WEST VIRGINIA	1	1	
1811-Criminal Investigating	1	1	
CHARLOTTE, NORTH CAROLINA	2		
1811-Criminal Investigating	2		
CHICAGO, ILLINOIS	7	1	
1301-General Physical Science	1		
1811-Criminal Investigating	5	1	
893-Chemical Engineering	1		
CLEVELAND, OHIO	6	1	1
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1		1
DALLAS, TEXAS	8	1	1
1301-General Physical Science	1		
1811-Criminal Investigating	6	1	
301-Miscellaneous Administration and Program	1		1
DENVER, COLORADO	15	2	2

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
2															
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3															
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1811-Criminal Investigating	6	1	
28-Environmental Protection Specialist	1		1
341-Administrative Officer	1		
819-Environmental Engineering	2		1
893-Chemical Engineering	1		
905-General Attorney	3		
986-Legal Assistance	1	1	
DETROIT, MICHIGAN	2		
1811-Criminal Investigating	2		
DURHAM, NORTH CAROLINA	1		
1811-Criminal Investigating	1		
EDISON, NEW JERSEY	6	3	
1301-General Physical Science	1	1	
1801-General Inspection, Investigation, and Compliance	1		
1811-Criminal Investigating	4	2	
GLYNCO, GEORGIA	3	2	
1811-Criminal Investigating	2	1	
301-Miscellaneous Administration and Program	1	1	
GREENSBORO, NORTH CAROLINA	1		
343-Management and Program Analysis	1		
GULF BREEZE, FLORIDA	3		
1811-Criminal Investigating	3		
HELENA, MONTANA	2	1	
1811-Criminal Investigating	2	1	
HONOLULU, HAWAII	2	1	
1811-Criminal Investigating	2	1	
HOUSTON, TEXAS	6	2	
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1	1	
INDIANAPOLIS, INDIANA	1		
1811-Criminal Investigating	1		
JACKSONVILLE, FLORIDA	8	2	
1811-Criminal Investigating	7	2	
301-Miscellaneous Administration and Program	1		
KANSAS CITY, KANSAS	1		
1811-Criminal Investigating	1		
KNOXVILLE, TENNESSEE	2	1	
1811-Criminal Investigating	2	1	
LAKEWOOD, COLORADO	79	23	23
1083-Technical Writing and Editing	1	1	
1301-General Physical Science	5	1	
1311-Physical Science Technician	1	1	
1320-Chemistry	27	11	7
1530-Statistics	1		
1601-Equipment, Facilities, and Services	1		
1801-General Inspection, Investigation, and Compliance	1		
1811-Criminal Investigating	2	1	

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2210-Information Technology Management	7	1	3
28-Environmental Protection Specialist	2	1	
301-Miscellaneous Administration and Program	3	2	1
340-Program Management	4		2
343-Management and Program Analysis	3	2	
344-Management and Program Clerical and Assistance	1		1
415-Toxicology	1		
819-Environmental Engineering	11	1	8
830-Mechanical Engineering	1		
893-Chemical Engineering	2		
905-General Attorney	5	1	1
LENEXA,KANSAS	9	3	
1811-Criminal Investigating	6	1	
301-Miscellaneous Administration and Program	1		
343-Management and Program Analysis	1	1	
905-General Attorney	1	1	
LOS ANGELES,CALIFORNIA	5	1	1
1811-Criminal Investigating	4	1	
301-Miscellaneous Administration and Program	1		1
LOUISVILLE,KENTUCKY	1		
1811-Criminal Investigating	1		
MIAMI,FLORIDA	3	1	
1811-Criminal Investigating	2	1	
905-General Attorney	1		
MIAMI-DADE,FLORIDA	1	1	
1811-Criminal Investigating	1	1	
MINNEAPOLIS,MINNESOTA	2		
1811-Criminal Investigating	2		
MISSOULA,MONTANA	1		
1811-Criminal Investigating	1		
NASHVILLE,TENNESSEE	2		
1811-Criminal Investigating	2		
NEW HAVEN,CONNECTICUT	2	1	
1811-Criminal Investigating	2	1	
NEW YORK, NEW YORK	6	2	
1811-Criminal Investigating	5	2	
301-Miscellaneous Administration and Program	1		
PHILADELPHIA,PENNSYLVANI	6	3	
1811-Criminal Investigating	5	3	
301-Miscellaneous Administration and Program	1		
PHOENIX,ARIZONA	2	1	1
1811-Criminal Investigating	1	1	
301-Miscellaneous Administration and Program	1		1
PORTLAND,OREGON	2		
1811-Criminal Investigating	2		
SACRAMENTO,CALIFORNIA	1		
1811-Criminal Investigating	1		

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SALT LAKE CITY,UTAH	2		
1811-Criminal Investigating	2		
SAN DIEGO,CALIFORNIA	1		
1811-Criminal Investigating	1		
SAN FRANCISCO,CALIFORNIA	8	4	
1301-General Physical Science	1	1	
1811-Criminal Investigating	6	2	
301-Miscellaneous Administration and Program	1	1	
SAN JUAN,PUERTO RICO	2		
1811-Criminal Investigating	2		
SEATTLE,WASHINGTON	7	2	
1801-General Inspection, Investigation, and Compliance	1	1	
1811-Criminal Investigating	5	1	
301-Miscellaneous Administration and Program	1		
ST LOUIS,MISSOURI	2		
1811-Criminal Investigating	2		
SYRACUSE,NEW YORK	3	1	
1811-Criminal Investigating	3	1	
TAMPA,FLORIDA	2	1	
1811-Criminal Investigating	2	1	
WASHINGTON,DC	466	107	134
1001-General Arts and Information	2		
1035-Public Affairs	1	1	
110-Economist	1		
1160-Financial Analysis	1		
1301-General Physical Science	25	6	4
1350-Geology	1	1	
1412-Technical Information Services	1		
1529-Mathematical Statistics	1		1
1801-General Inspection, Investigation, and Compliance	2	1	
1811-Criminal Investigating	16	2	
2210-Information Technology Management	26	9	6
28-Environmental Protection Specialist	66	14	24
301-Miscellaneous Administration and Program	14	5	7
306-Government Information Specialist	1		
308-Records Management	3		1
318-Secretary	2		1
340-Program Management	7	2	3
341-Administrative Officer	5		1
343-Management and Program Analysis	96	24	33
401-General Natural Resources Management and Biological Sciences	5	1	1
560-Budget Analysis	1		
819-Environmental Engineering	18	4	8
893-Chemical Engineering	6	1	4
905-General Attorney	164	36	39
950-Paralegal Specialist	1		1
WHEELING,WEST VIRGINIA	2		

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1811-Criminal Investigating	2		
Grand Total	730	176	164

2																
686																

OIG	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8
ARLINGTON,VIRGINIA	7	1	1	7		
1811-Criminal Investigating	5	1		5		
2210-Information Technology Management	2		1	2		
ATLANTA,GEORGIA	14	3	1	13		
1811-Criminal Investigating	4			4		
343-Management and Program Analysis	4	2		3		
511-Auditing	6	1	1	6		
BOSTON,MASSACHUSETTS	9	2	4	9		
1811-Criminal Investigating	1			1		
2210-Information Technology Management	1		1	1		
303-Miscellaneous Clerk and Assistant	1		1	1		
343-Management and Program Analysis	3	1	1	3		
511-Auditing	3	1	1	3		
CHICAGO,ILLINOIS	23	1	5	22		
101-Social Science	2	1		2		
1811-Criminal Investigating	3			3		
201-Human Resources Management	1		1	1		
2210-Information Technology Management	1		1	1		
343-Management and Program Analysis	6		2	6		
511-Auditing	7		1	6		
601-General Health Science	3			3		
CINCINNATI,OHIO	8	1	1	6		
343-Management and Program Analysis	2			2		
511-Auditing	4	1	1	4		
599-Financial Management Student Trainee	2					
DALLAS,TEXAS	8	1	2	8		
1811-Criminal Investigating	3	1		3		
343-Management and Program Analysis	1			1		
511-Auditing	4		2	4		
DENVER,COLORADO	11	3	1	10		
1811-Criminal Investigating	3	1		2		
343-Management and Program Analysis	4		1	4		
511-Auditing	3	1		3		
801-General Engineering	1	1		1		
DURHAM,NORTH CAROLINA	17	3	3	15		
101-Social Science	1			1		
1811-Criminal Investigating	2	1		2		
303-Miscellaneous Clerk and Assistant	1		1	1		
343-Management and Program Analysis	4	1		4		
511-Auditing	9	1	2	7		
KANSAS CITY,KANSAS	2		1	2		
343-Management and Program Analysis	1			1		

[illegible]

511-Auditing	1		1	1		
LENEXA, KANSAS	5	1	2	5		
343-Management and Program Analysis	4	1	2	4		
511-Auditing	1			1		
NEW YORK, NEW YORK	8	3	1	8		
1301-General Physical Science	1			1		
1811-Criminal Investigating	3	2		3		
343-Management and Program Analysis	2	1		2		
511-Auditing	1		1	1		
601-General Health Science	1			1		
NORWOOD, OHIO	2		1	2		
343-Management and Program Analysis	1			1		
511-Auditing	1		1	1		
PHILADELPHIA, PENNSYLVANIA	16	1	3	16		
101-Social Science	1			1		
1035-Public Affairs	1	1		1		
1811-Criminal Investigating	1			1		
2210-Information Technology Management	1		1	1		
343-Management and Program Analysis	6			6		
511-Auditing	5		2	5		
601-General Health Science	1			1		
SAN FRANCISCO, CALIFORNIA	12	2	2	11		
1301-General Physical Science	1			1		
1811-Criminal Investigating	3			2		
343-Management and Program Analysis	2	1		2		
511-Auditing	5	1	2	5		
601-General Health Science	1			1		
SEATTLE, WASHINGTON	9	2	3	9		
101-Social Science	1			1		
1320-Chemistry	1	1		1		
1811-Criminal Investigating	2			2		
343-Management and Program Analysis	2	1		2		
511-Auditing	3		3	3		
WASHINGTON, DC	121	19	27	107		
1035-Public Affairs	4			4		
1082-Writing and Editing	2			2		
1102-Contracting	1	1		1		
1811-Criminal Investigating	18	2	1	17		
201-Human Resources Management	4		1	4		
2210-Information Technology Management	16	1	2	13		
301-Miscellaneous Administration and Program	4	1		4		
340-Program Management	4	1	2	4		
341-Administrative Officer	2	1	1	2		
343-Management and Program Analysis	15	1	4	11		
415-Toxicology	1		1	1		
511-Auditing	37	8	13	34		
560-Budget Analysis	2		1	1		

819-Environmental Engineering	1			1		
905-General Attorney	10	3	1	8		
WINCHESTER, TENNESSEE	1	1		1		
1811-Criminal Investigating	1	1		1		
Grand Total	273	44	58	251		

OITA	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP	1-4	5-8
ARLINGTON,VIRGINIA	1			1		
301-Miscellaneous Administration and Program	1			1		
WASHINGTON,DC	73	12	19	69		
2210-Information Technology Management	1			1		
28-Environmental Protection Specialist	5	1		5		
301-Miscellaneous Administration and Program	45	6	12	41		
303-Miscellaneous Clerk and Assistant	2	2		2		
340-Program Management	5	2	3	5		
343-Management and Program Analysis	15	1	4	15		
Grand Total	74	12	19	70		

# of Targeted Positions												
by Grade												
9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments	

AO	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BOSTON, MASSACHUSETTS	1	1	
301-Miscellaneous Administration and Program	1	1	
CINCINNATI, OHIO	1	1	
260-Equal Employment Opportunity	1	1	
DURHAM, NORTH CAROLINA	3	1	1
260-Equal Employment Opportunity	2	1	
28-Environmental Protection Specialist	1		1
LAS VEGAS, NEVADA	1		
260-Equal Employment Opportunity	1		
LOS ANGELES, CALIFORNIA	1		
343-Management and Program Analysis	1		
PRINCETON, NEW JERSEY	1		
893-Chemical Engineering	1		
SAN FRANCISCO, CALIFORNIA	1		
28-Environmental Protection Specialist	1		
WASHINGTON, DC	335	72	79
1001-General Arts and Information	13	3	
101-Social Science	1		
1035-Public Affairs	13	1	3
1060-Photography	1	1	
1071-Audiovisual Production	2		
1082-Writing and Editing	1		
1084-Visual Information	1		
1101-General Business and Industry	3		2
110-Economist	28	3	4
1301-General Physical Science	11	5	3
132-Intelligence	2		1
1811-Criminal Investigating	1		
2210-Information Technology Management	5		1
260-Equal Employment Opportunity	11	3	2
28-Environmental Protection Specialist	42	7	11
301-Miscellaneous Administration and Program	67	19	16
303-Miscellaneous Clerk and Assistant	5	2	
308-Records Management	1		1
326-Office Automation Clerical and Assistance	3	1	
340-Program Management	16	2	5
343-Management and Program Analysis	83	19	26
401-General Natural Resources Management and Biological Sciences	5	2	1
415-Toxicology	1	1	
560-Budget Analysis	1	1	
601-General Health Science	4		
819-Environmental Engineering	4		2

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
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3															
9															
79															
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3															

905-General Attorney	8	1	1
#N/A	2	1	
Grand Total	344	75	80

5															
1															
311															

OEI	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
ATLANTA, GEORGIA	1			1
2210-Information Technology Management	1			1
BOSTON, MASSACHUSETTS	1			1
2210-Information Technology Management	1			1
CINCINNATI, OHIO	1	1		1
343-Management and Program Analysis	1	1		1
DENVER, COLORADO	1		1	1
2210-Information Technology Management	1		1	1
DURHAM, NORTH CAROLINA	63	16	14	57
1101-General Business and Industry	1			1
1301-General Physical Science	1	1		1
2210-Information Technology Management	47	10	11	41
301-Miscellaneous Administration and Program	2			2
340-Program Management	1	1		1
343-Management and Program Analysis	8	2	3	8
501-Financial Administration and Program	1	1		1
510-Accounting	1	1		1
#N/A	1			1
LAS VEGAS, NEVADA	1	1		1
2210-Information Technology Management	1	1		1
NEW YORK, NEW YORK	1			1
2210-Information Technology Management	1			1
PHILADELPHIA, PENNSYLVANIA	1			
2210-Information Technology Management	1			
SEATTLE, WASHINGTON	2			2
2210-Information Technology Management	2			2
WASHINGTON, DC	270	53	66	247
1035-Public Affairs	1			
1101-General Business and Industry	3			3
1301-General Physical Science	1	1		1
1529-Mathematical Statistics	1	1		1
2210-Information Technology Management	92	17	15	82
28-Environmental Protection Specialist	14	3	2	14
301-Miscellaneous Administration and Program	20	2	5	18
306-Government Information Specialist	7	4	2	7
308-Records Management	4	1	1	4
318-Secretary	2		1	1
335-Computer Clerk and Assistant	1			
340-Program Management	5	2	1	5
341-Administrative Officer	1			1
343-Management and Program Analysis	104	20	35	98
399-Administration and Office Support Student Trainee	1			1

[illegible]

501-Financial Administration and Program	1	1		1
510-Accounting	3	1	1	3
560-Budget Analysis	6		3	6
905-General Attorney	1			1
#N/A	2			
Grand Total	342	71	81	312

OGC	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)	VSIP
CINCINNATI, OHIO	2		1	2
905-General Attorney	2		1	2
DURHAM, NORTH CAROLINA	2	2		2
905-General Attorney	2	2		2
SAN DIEGO, CALIFORNIA	1		1	1
905-General Attorney	1		1	1
WASHINGTON, DC	223	35	49	178
1222-Patent Attorney	1		1	1
1860-Equal Opportunity Investigation	1	1		1
2210-Information Technology Management	4		1	4
28-Environmental Protection Specialist	3	1		2
301-Miscellaneous Administration and Program	13	4	3	13
306-Government Information Specialist	1			1
340-Program Management	2	1	1	2
341-Administrative Officer	1			1
343-Management and Program Analysis	8	1		7
344-Management and Program Clerical and Assistance	9	1	2	4
360-Equal Opportunity Compliance	2	1	1	2
560-Budget Analysis	1			1
905-General Attorney	173	25	37	136
950-Paralegal Specialist	2		1	1
#N/A	2		2	2
Grand Total	228	37	51	183

[illegible]

OLEM	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ARLINGTON,VIRGINIA	269	65	71
1035-Public Affairs	4		
110-Economist	9		1
1301-General Physical Science	35	11	7
1320-Chemistry	5	1	2
1350-Geology	2	1	
2210-Information Technology Management	13	1	3
28-Environmental Protection Specialist	74	19	25
301-Miscellaneous Administration and Program	3	2	1
303-Miscellaneous Clerk and Assistant	2	2	
318-Secretary	1		
340-Program Management	9	3	5
343-Management and Program Analysis	64	17	16
344-Management and Program Clerical and Assistance	2		1
401-General Natural Resources Management and Biological Sciences	7		
415-Toxicology	1		
601-General Health Science	5	1	1
819-Environmental Engineering	22	4	6
881-Petroleum Engineering	1	1	
893-Chemical Engineering	10	2	3
ATHENS,GEORGIA	1	1	
1301-General Physical Science	1	1	
BOSTON,MASSACHUSETTS	3	1	
28-Environmental Protection Specialist	2	1	
819-Environmental Engineering	1		
CINCINNATI,OHIO	7	3	2
1301-General Physical Science	2	1	
1306-Health Physics	2	1	1
28-Environmental Protection Specialist	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
819-Environmental Engineering	1		
DENVER,COLORADO	1		
819-Environmental Engineering	1		
DURHAM,NORTH CAROLINA	4	1	
1320-Chemistry	1	1	
343-Management and Program Analysis	1		
830-Mechanical Engineering	1		
893-Chemical Engineering	1		
EDISON,NEW JERSEY	20	7	2
1301-General Physical Science	12	4	1
1320-Chemistry	4	2	
343-Management and Program Analysis	2	1	

		# of Targeted Positions													
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
234															
4															
3															
32															
4															
2															
12															
71															
3															
2															
1															
8															
59															
2															
1															
4															
18															
1															
7															
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4															
1															
1															
1															
1															
17															
10															
3															
2															

401-General Natural Resources Management and Biological Sciences	1		1
819-Environmental Engineering	1		
ERLANGER,KENTUCKY	1		
343-Management and Program Analysis	1		
KANSAS CITY,KANSAS	1		
1320-Chemistry	1		
LAS VEGAS,NEVADA	11	2	2
1301-General Physical Science	7	1	1
1320-Chemistry	1		
343-Management and Program Analysis	1	1	
690-Industrial Hygiene	1		
819-Environmental Engineering	1		1
LENEXA,KANSAS	2	1	1
1301-General Physical Science	1		1
801-General Engineering	1	1	
NORFOLK,VIRGINIA	1		
1301-General Physical Science	1		
WASHINGTON,DC	173	32	56
1035-Public Affairs	1		
110-Economist	1		
1301-General Physical Science	13	1	3
1320-Chemistry	1	1	
2210-Information Technology Management	4		4
28-Environmental Protection Specialist	46	3	15
301-Miscellaneous Administration and Program	6	2	3
318-Secretary	2		1
340-Program Management	4		2
343-Management and Program Analysis	76	20	23
401-General Natural Resources Management and Biological Sciences	3		
415-Toxicology	2		1
560-Budget Analysis	1	1	
601-General Health Science	1		1
819-Environmental Engineering	3	1	1
893-Chemical Engineering	6	1	1
#N/A	3	2	1
Grand Total	494	113	134

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4															
46															
6															
2															
4															
75															
2															
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1															
3															
6															
3															
451															

ORD	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ADA, OKLAHOMA	44	12	9
1102-Contracting	2		2
1301-General Physical Science	14	3	1
1311-Physical Science Technician	2		
1315-Hydrology	7	2	3
1316-Hydrologic Technician	2		
1320-Chemistry	1		
1350-Geology	1		
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	3	2	1
408-Ecology	3	1	1
470-Soil Science	2	1	
819-Environmental Engineering	2	1	
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	1		
ANN ARBOR, MICHIGAN	1		1
1301-General Physical Science	1		1
ARLINGTON, VIRGINIA	104	26	14
1035-Public Affairs	1		
110-Economist	1	1	
1301-General Physical Science	21	5	3
1315-Hydrology	1	1	
150-Geography	1		
1529-Mathematical Statistics	5	1	1
1530-Statistics	5	2	
2210-Information Technology Management	1		
28-Environmental Protection Specialist	2	1	
301-Miscellaneous Administration and Program	9	3	2
340-Program Management	3	2	1
341-Administrative Officer	2	1	1
343-Management and Program Analysis	12	4	4
401-General Natural Resources Management and Biological Sciences	16	2	
408-Ecology	5		1
415-Toxicology	7	2	
601-General Health Science	9	1	
819-Environmental Engineering	3		1
ATHENS, GEORGIA	38	12	2
1301-General Physical Science	3	2	1
1315-Hydrology	1		
1320-Chemistry	11	4	
1550-Computer Science	2	1	

	# of Targeted Positions										Max # of Offers	# to Restructur e	# to Eliminate	Comment s
	by Grade													
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other	Total # of Targeted Positions				
42														
2														
13														
2														
7														
2														
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1														
3														
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5														
7														
6														
3														
37														
3														
1														
11														
2														

1640-Facility Operations Services	1	1	
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
340-Program Management	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	4	2	
403-Microbiology	1		1
408-Ecology	3	1	
415-Toxicology	1		
560-Budget Analysis	1		
819-Environmental Engineering	4	1	
854-Computer Engineering	1		
ATLANTA,GEORGIA	2		2
301-Miscellaneous Administration and Program	1		1
819-Environmental Engineering	1		1
BOSTON,MASSACHUSETTS	4	1	
1301-General Physical Science	1		
28-Environmental Protection Specialist	1	1	
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		
CHAPEL HILL,NORTH CAROLI	33	12	3
1301-General Physical Science	2	1	
1320-Chemistry	1		1
1530-Statistics	1		
2210-Information Technology Management	1	1	
318-Secretary	1	1	
341-Administrative Officer	1		
401-General Natural Resources Management and Biological Sciences	11	3	2
403-Microbiology	1	1	
404-Biological Science Technician	1	1	
601-General Health Science	9	2	
602-Medical Officer	2	2	
610-Nurse	2		
CHICAGO,ILLINOIS	1		1
1301-General Physical Science	1		1
CINCINNATI,OHIO	313	83	56
1035-Public Affairs	4		2
110-Economist	4	1	
1301-General Physical Science	38	10	6
1306-Health Physics	2		1
1311-Physical Science Technician	5	2	1
1315-Hydrology	2		
1320-Chemistry	23	2	3
1515-Operations Research	1		
1529-Mathematical Statistics	2	2	
1530-Statistics	2	2	
18-Safety and Occupational Health Management	1		

2210-Information Technology Management	4	4	
28-Environmental Protection Specialist	4		
301-Miscellaneous Administration and Program	7	2	3
308-Records Management	1		
318-Secretary	4	2	1
340-Program Management	2		2
341-Administrative Officer	3	1	
343-Management and Program Analysis	24	6	9
401-General Natural Resources Management and Biological Sciences	51	13	3
403-Microbiology	23	7	2
404-Biological Science Technician	5	1	
408-Ecology	10	2	
415-Toxicology	8	2	1
440-Genetics	1		
470-Soil Science	2		1
499-Biological Science Student Trainee	1		
560-Budget Analysis	6	4	
601-General Health Science	5	3	1
690-Industrial Hygiene	2		
801-General Engineering	4		2
802-Engineering Technical	5		1
80-Security Administration	1	1	
819-Environmental Engineering	34	12	6
830-Mechanical Engineering	3	2	1
854-Computer Engineering	1		1
893-Chemical Engineering	17	2	9
899-Engineering and Architecture Student Trainee	1		
CORVALLIS, OREGON	46	19	2
110-Economist	1		
1301-General Physical Science	3	3	
1320-Chemistry	1	1	
1530-Statistics	3	2	
1550-Computer Science	1		
1640-Facility Operations Services	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
28-Environmental Protection Specialist	1	1	
301-Miscellaneous Administration and Program	2	1	
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	10	3	
408-Ecology	13	7	1
435-Plant Physiology	2		1
470-Soil Science	1		
482-Fish Biology	1		
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	1	1	
DALLAS, TEXAS	1		

1301-General Physical Science	1		
DENVER, COLORADO	5	1	
1301-General Physical Science	1		
301-Miscellaneous Administration and Program	1		
343-Management and Program Analysis	2		
601-General Health Science	1	1	
DULUTH, MINNESOTA	58	17	21
1301-General Physical Science	2	1	
1320-Chemistry	13	5	5
1640-Facility Operations Services	1		1
2210-Information Technology Management	1		
341-Administrative Officer	1		
343-Management and Program Analysis	2		1
401-General Natural Resources Management and Biological Sciences	23	5	11
404-Biological Science Technician	1	1	
408-Ecology	7	3	1
415-Toxicology	6	2	1
690-Industrial Hygiene	1		1
DURHAM, NORTH CAROLINA	530	138	110
101-Social Science	1		
1035-Public Affairs	4	1	1
1101-General Business and Industry	1		
1102-Contracting	1		
1301-General Physical Science	130	24	19
1306-Health Physics	3	1	
1311-Physical Science Technician	1		
1315-Hydrology	1		
1320-Chemistry	28	8	7
1350-Geology	1	1	
1399-Physical Science Student Trainee	1		
1412-Technical Information Services	2		
150-Geography	1		
1529-Mathematical Statistics	4	3	
1530-Statistics	3		1
1550-Computer Science	4		1
1640-Facility Operations Services	1	1	
180-Psychology	2		
184-Sociology	1		
2210-Information Technology Management	14	5	2
28-Environmental Protection Specialist	6	1	1
301-Miscellaneous Administration and Program	12	3	2
303-Miscellaneous Clerk and Assistant	1	1	
318-Secretary	1	1	
340-Program Management	6	2	3
341-Administrative Officer	8	4	2
343-Management and Program Analysis	55	8	27
399-Administration and Office Support Student Trainee	1		

401-General Natural Resources Management and Biological Sciences	117	34	33
403-Microbiology	3	1	
404-Biological Science Technician	1	1	
408-Ecology	7	2	1
413-Physiology	2	1	
415-Toxicology	30	9	3
560-Budget Analysis	13	2	
601-General Health Science	16	2	
602-Medical Officer	1	1	
690-Industrial Hygiene	2		
801-General Engineering	4	1	2
802-Engineering Technical	10	5	
819-Environmental Engineering	22	9	4
830-Mechanical Engineering	2	1	
856-Electronics Technical	1	1	
858-Bioengineering and Biomedical Engineering	1		1
893-Chemical Engineering	3	3	
#N/A	1	1	
EDISON, NEW JERSEY	8	5	2
1301-General Physical Science	1	1	
28-Environmental Protection Specialist	1	1	
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	1	1	
601-General Health Science	1	1	
819-Environmental Engineering	2		1
893-Chemical Engineering	1	1	
GROSSE ILE, MICHIGAN	2		
819-Environmental Engineering	2		
GULF BREEZE, FLORIDA	58	12	13
101-Social Science	1		
1102-Contracting	2	1	
1301-General Physical Science	1		
1320-Chemistry	2	1	1
150-Geography	1		
1601-Equipment, Facilities, and Services	1		1
1640-Facility Operations Services	1		1
2001-General Supply	1		1
2210-Information Technology Management	2		1
301-Miscellaneous Administration and Program	1		1
341-Administrative Officer	1		
343-Management and Program Analysis	2	1	1
401-General Natural Resources Management and Biological Sciences	23	5	3
403-Microbiology	5	2	2
404-Biological Science Technician	1		1
408-Ecology	10	2	
415-Toxicology	1		
560-Budget Analysis	1		

690-Industrial Hygiene	1		
GULF,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
HAMPTON,VIRGINIA	1		1
819-Environmental Engineering	1		1
LAKEWOOD,COLORADO	1		
343-Management and Program Analysis	1		
LAS VEGAS,NEVADA	41	15	12
1102-Contracting	1		
1301-General Physical Science	13	6	3
1311-Physical Science Technician	1		
1320-Chemistry	7	2	2
1530-Statistics	1	1	
1550-Computer Science	1		1
1640-Facility Operations Services	1		
2210-Information Technology Management	2	1	
28-Environmental Protection Specialist	1		1
301-Miscellaneous Administration and Program	3	1	2
343-Management and Program Analysis	4	2	2
401-General Natural Resources Management and Biological Sciences	1	1	
408-Ecology	3	1	1
560-Budget Analysis	1		
690-Industrial Hygiene	1		
LENEXA,KANSAS	1		
1301-General Physical Science	1		
LOS ANGELES,CALIFORNIA	3		2
1301-General Physical Science	1		
1315-Hydrology	1		1
819-Environmental Engineering	1		1
NARRAGANSETT,RHODE ISLAN	66	27	17
1087-Editorial Assistance	1	1	
1102-Contracting	1	1	
110-Economist	2		
1301-General Physical Science	15	7	8
1311-Physical Science Technician	2		
1320-Chemistry	3	3	
1360-Oceanography	2	2	
1550-Computer Science	1	1	
1640-Facility Operations Services	2		1
2210-Information Technology Management	1	1	
301-Miscellaneous Administration and Program	1		
341-Administrative Officer	1		1
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	19	8	5
404-Biological Science Technician	1		
408-Ecology	10	2	2
560-Budget Analysis	1	1	

690-Industrial Hygiene	1		
NEW YORK, NEW YORK	1		
1301-General Physical Science	1		
NEWPORT, OREGON	10	4	
1301-General Physical Science	1		
1360-Oceanography	1		
150-Geography	1	1	
401-General Natural Resources Management and Biological Sciences	4	2	
408-Ecology	2		
482-Fish Biology	1	1	
NORWOOD, OHIO	1		
301-Miscellaneous Administration and Program	1		
OAKLAND, CALIFORNIA	1		
#N/A	1		
PHILADELPHIA, PENNSYLVANIA	1		
819-Environmental Engineering	1		
SAN FRANCISCO, CALIFORNIA	1		1
819-Environmental Engineering	1		1
SEATTLE, WASHINGTON	3		1
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		1
415-Toxicology	1		
SILVER SPRING, MARYLAND	1		
414-Entomology	1		
ST PAUL, MINNESOTA	1		
1301-General Physical Science	1		
ST PETERSBURG, FLORIDA	1		
408-Ecology	1		
WASHINGTON, DC	196	32	53
1035-Public Affairs	2		
1082-Writing and Editing	1		1
1101-General Business and Industry	2		1
1301-General Physical Science	31	4	11
1399-Physical Science Student Trainee	1		
190-General Anthropology	1		
2210-Information Technology Management	8		5
28-Environmental Protection Specialist	4	1	
301-Miscellaneous Administration and Program	18	4	6
318-Secretary	1	1	
340-Program Management	3	1	2
341-Administrative Officer	2		
343-Management and Program Analysis	56	6	13
344-Management and Program Clerical and Assistance	1		
399-Administration and Office Support Student Trainee	7		
401-General Natural Resources Management and Biological Sciences	28	9	4
403-Microbiology	1		
408-Ecology	1		

415-Toxicology	1		
501-Financial Administration and Program	2		1
560-Budget Analysis	12	1	6
601-General Health Science	3		1
602-Medical Officer	1		
801-General Engineering	1	1	
819-Environmental Engineering	6	3	1
#N/A	2	1	1
WILMINGTON,NORTH CAROLIN	1		1
2210-Information Technology Management	1		1
Grand Total	1580	417	324

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12														
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OCSP	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANN ARBOR, MICHIGAN	1		
401-General Natural Resources Management and Biological Sciences	1		
ARLINGTON, VIRGINIA	588	113	133
1001-General Arts and Information	1	1	
110-Economist	12	3	1
1301-General Physical Science	21	3	4
1320-Chemistry	62	17	12
150-Geography	1		
1529-Mathematical Statistics	1		
1530-Statistics	3		2
2210-Information Technology Management	20	3	8
28-Environmental Protection Specialist	142	25	33
301-Miscellaneous Administration and Program	20	3	7
303-Miscellaneous Clerk and Assistant	2	1	
306-Government Information Specialist	8	1	1
326-Office Automation Clerical and Assistance	1		1
340-Program Management	8	2	4
343-Management and Program Analysis	42	12	21
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	156	26	32
403-Microbiology	5	2	1
405-Pharmacology	2		
408-Ecology	3		
414-Entomology	7		
415-Toxicology	19	5	
430-Botany	1	1	
434-Plant Pathology	3	2	
440-Genetics	1	1	
471-Agronomy	2	1	1
482-Fish Biology	1		
486-Wildlife Biology	4		2
499-Biological Science Student Trainee	2		
560-Budget Analysis	1		
601-General Health Science	5	1	
690-Industrial Hygiene	5		2
701-Veterinary Medical Science	1		
819-Environmental Engineering	8	3	1
905-General Attorney	1		
99-General Student Trainee	15		
#N/A	1		
ATHENS, GEORGIA	2		1
28-Environmental Protection Specialist	1		1

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers***	# to Restructure	# to Eliminate
	by Grade*													
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other					
1														
1														
527														
1							1			1				
10														
17							1			1				
55							2			2				
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19														
130							5			5				
20							2			2				
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42							5			5				
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142							9			9				
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401-General Natural Resources Management and Biological Sciences	1		
CANADA	1		
408-Ecology	1		
CHICAGO, ILLINOIS	1	1	
28-Environmental Protection Specialist	1	1	
DALLAS, TEXAS	4	1	
28-Environmental Protection Specialist	4	1	
DRAKESVILLE, IOWA	1		1
1320-Chemistry	1		1
DURHAM, NORTH CAROLINA	2		
1320-Chemistry	1		
560-Budget Analysis	1		
FORT MEADE, MARYLAND	18	5	4
1320-Chemistry	8	2	1
28-Environmental Protection Specialist	2	1	1
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	2		1
403-Microbiology	5	1	1
GAINESVILLE, FLORIDA	1		1
28-Environmental Protection Specialist	1		1
GULF BREEZE, FLORIDA	1		
1529-Mathematical Statistics	1		
NEW YORK, NEW YORK	1		
1320-Chemistry	1		
SAN FRANCISCO, CALIFORNIA	2	1	
28-Environmental Protection Specialist	1		
401-General Natural Resources Management and Biological Sciences	1	1	
SANTURCE, PUERTO RICO	1		1
1320-Chemistry	1		1
WASHINGTON, DC	370	82	84
1035-Public Affairs	2		1
1082-Writing and Editing	2	2	
110-Economist	9		2
1301-General Physical Science	18	4	
1320-Chemistry	22	6	5
1412-Technical Information Services	1	1	
1530-Statistics	1	1	
2210-Information Technology Management	18	5	2
28-Environmental Protection Specialist	114	24	22
301-Miscellaneous Administration and Program	26	9	10
303-Miscellaneous Clerk and Assistant	1	1	
306-Government Information Specialist	1		1
318-Secretary	1	1	
340-Program Management	9	1	8
341-Administrative Officer	2	1	
343-Management and Program Analysis	43	8	15
401-General Natural Resources Management and Biological Sciences	38	4	3

1														
1														
1														
1														
1						1			1					
4														
4														
1														
1														
2														
1														
1														
17														
7														
2														
1														
2						1			1					
5														
1														
1														
1														
1														
1														
2														
1														
1														
1														
1														
314														
2						1			1					
2														
6						1			1		1			
14														
18						3			3		3			
1														
1														
15														
99						21			21		19			
26						8			8		6			
1			1						1		1		0	1
1														
1														
9							6		6		4		4	0
2														
42						5			5		4			
21						1			1		1			

1 - non sup/OPP. OPP will accept 8 offers from the 14 GS-15 non sup admin. series (1001, 0028, 0301, 0343, 0028). All pos
1 - non sup/OPP. OPP will accept 7 offers from the 14 GS-15 non sup science series (1301, 1320, 0401, 0601). All positions
1 - non sup/IO. IO will accept one offer from the 6 non-sup 15s- either in 1035, 301, 0343, 0905 or 0501.
1 - non sup/OPPT and they will accept up to 1.
2 - non sup (1 is OSCP/1 OPPT). OSCP will accept one offer. OPPT will accept 1 non sup. and also accept 1 sup.
12 - non sup (All OPPT); 9 sup (oppt). OPPT will accept up to 7 sups and 12 non sups.
6 - non sup (2 are IO/4 are OPPT). IO will accept one offer from the 6 non-sup 15s- either in 1035, 301, 0343, 0905 or 0501.
1 - OPPT
All OPPT - The number to restructure and eliminate is unclear at this point. Discussions as to how to restructure OPPT are
2 - non sup (1 is IO/1 is OSCP). OSCP will accept one offer. IO will accept one offer from the 6 non-sup 15s- either in 1035,
1 - sup/OPPT. OPPT will accept up to 1 sup.

403-Microbiology	3	3	
408-Ecology	1	1	
415-Toxicology	20	3	1
482-Fish Biology	1		
501-Financial Administration and Program	1		1
560-Budget Analysis	2		2
601-General Health Science	2		1
690-Industrial Hygiene	2	1	
819-Environmental Engineering	4		2
893-Chemical Engineering	14	3	5
905-General Attorney	9	1	3
#N/A	3	2	
Grand Total	994	203	225

3														
1														
17							3			3		3		
1														
1							1			1		1		
2														
1														
2							1			1		1		
4							2			2		2		
12							1			1		1		
6							2			2		1		
3														
876														

*OCSPP numbers include those eligible for VERA and retirement only, not those only elig

**These numbers reflect a snapshot in time based on a run done in April 2017.

***Max number of offers is not accurate because there are conditions such as which OC
Where an office offers x number of acceptances across series it is not included in the ma

3 - non sup (1 is OSCP/2 are OPPT). OSCP will accept one offer. OPPT will accept up to 2 non sups.
1 - non sup/IO.IO will accept one offer from the 6 non-sup 15s- either in 1035, 301, 0343, 0905 or 0501. The 1 offer is dou
1 - sup/OPPT. OPPT will accept up to 1 sup.
1 - non sup/OPPT; 1 sup OPPT. OPPT will accept one sup and one non sup.
1 - sup/OPPT. OPPT will accept up to 1 sup.
2 - non sup (1 is IO/1 is OPPT). IO will accept one offer from the 6 non-sup 15s- either in 1035, 301, 0343, 0905 or 0501. O

ible for VSIP.

5PP office in which a positon is located. See comments in column S.
ix number of offers column.

OW	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ARLINGTON,VIRGINIA	1		
28-Environmental Protection Specialist	1		
CINCINNATI,OHIO	31	2	4
1301-General Physical Science	3		
1320-Chemistry	8		1
1350-Geology	1		
28-Environmental Protection Specialist	4	1	1
318-Secretary	1		
341-Administrative Officer	1		1
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		
403-Microbiology	2	1	
601-General Health Science	1		
819-Environmental Engineering	8		1
MONTCLAIR,NEW JERSEY	1		
28-Environmental Protection Specialist	1		
WASHINGTON,DC	547	101	90
1035-Public Affairs	8		1
1109-Grants Management	1	1	
110-Economist	10	1	1
1160-Financial Analysis	12		
1301-General Physical Science	73	9	4
1315-Hydrology	1	1	
1320-Chemistry	4	1	1
1350-Geology	2	1	
1515-Operations Research	1		1
1529-Mathematical Statistics	2	1	
2210-Information Technology Management	28	6	3
28-Environmental Protection Specialist	167	27	33
301-Miscellaneous Administration and Program	22	9	3
303-Miscellaneous Clerk and Assistant	1	1	
340-Program Management	16	7	5
343-Management and Program Analysis	78	21	24
344-Management and Program Clerical and Assistance	1	1	
401-General Natural Resources Management and Biological Sciences	39	4	3
403-Microbiology	6	1	1
408-Ecology	8		
415-Toxicology	3	1	
560-Budget Analysis	3		2
601-General Health Science	3	1	1
801-General Engineering	1	1	
819-Environmental Engineering	44	3	6

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comment
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
30															
3															
7															
1															
4															
1															
1															
1															
1															
2															
1															
8															
1															
1															
470															
8															
1															
9															
6															
51															
1															
3															
2															
1															
1															
25															
164															
21															
1															
16															
74															
1															
24															
6															
1															
1															
3															
2															
1															
34															

893-Chemical Engineering	5	1	1
905-General Attorney	8	2	
Grand Total	580	103	94

5															
8															
502															

Region 1	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BOSTON, MASSACHUSETTS	511	120	185
1035-Public Affairs	11	1	5
1101-General Business and Industry	2		
1102-Contracting	7		
1109-Grants Management	8	4	2
1160-Financial Analysis	2		1
1301-General Physical Science	72	18	22
1306-Health Physics	1		
1315-Hydrology	2		1
1350-Geology	1	1	
1399-Physical Science Student Trainee	1		
1810-General Investigating	1	1	
18-Safety and Occupational Health Management	2		
201-Human Resources Management	5	2	2
2210-Information Technology Management	19	4	6
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	85	22	39
29-Environmental Protection Assistant	8	2	5
301-Miscellaneous Administration and Program	9	2	3
303-Miscellaneous Clerk and Assistant	2	1	
304-Information Receptionist	1	1	
306-Government Information Specialist	1		1
318-Secretary	4	1	1
326-Office Automation Clerical and Assistance	2	1	
340-Program Management	8	3	5
342-Support Services Administration	3	1	
343-Management and Program Analysis	13	3	5
344-Management and Program Clerical and Assistance	1		1
399-Administration and Office Support Student Trainee	1		
401-General Natural Resources Management and Biological Sciences	29	4	6
499-Biological Science Student Trainee	9		
501-Financial Administration and Program	9		3
510-Accounting	3		1
525-Accounting Technician	1		1
560-Budget Analysis	4	2	2
80-Security Administration	1		
819-Environmental Engineering	121	29	56
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	54	17	17
950-Paralegal Specialist	3		
99-General Student Trainee	2		
CHELMSFORD, MASSACHUSETTS	4		

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
473															
11															
2															
5															
7															
2															
70															
1															
2															
1															
1															
1															
5															
19															
1															
84															
8															
9															
2															
1															
1															
4															
2															
8															
3															
13															
1															
18															
2															
8															
3															
1															
4															
1															
116															
53															
3															
2															

1301-General Physical Science	2		
819-Environmental Engineering	2		
LEXINGTON, MASSACHUSETTS	1		1
819-Environmental Engineering	1		1
NORTH CHELMSFORD, MASSACH	51	17	15
1301-General Physical Science	11	6	1
1320-Chemistry	16	5	6
1399-Physical Science Student Trainee	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	2		2
318-Secretary	1	1	
340-Program Management	1	1	
342-Support Services Administration	2		
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	5	3	
819-Environmental Engineering	8	1	4
899-Engineering and Architecture Student Trainee	1		
Grand Total	567	137	201

1															
1															
1															
1															
45															
10															
14															
1															
1															
2															
1															
1															
2															
1															
5															
7															
521															

Region 2	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ALBANY, NEW YORK	5	1	
1035-Public Affairs	1		
1301-General Physical Science	2	1	
819-Environmental Engineering	2		
BUFFALO, NEW YORK	1		
1301-General Physical Science	1		
EDISON, NEW JERSEY	143	34	45
1301-General Physical Science	66	15	29
1320-Chemistry	19	6	3
1350-Geology	1		1
28-Environmental Protection Specialist	4	1	
303-Miscellaneous Clerk and Assistant	2	2	
318-Secretary	4		2
401-General Natural Resources Management and Biological Sciences	20	3	3
403-Microbiology	4		
690-Industrial Hygiene	1		
801-General Engineering	2	1	
819-Environmental Engineering	19	6	6
830-Mechanical Engineering	1		1
GUAYNABO, PUERTO RICO	19	2	3
1035-Public Affairs	1		
1301-General Physical Science	6	1	
318-Secretary	2		2
819-Environmental Engineering	7	1	1
905-General Attorney	2		
#N/A	1		
NEW YORK, NEW YORK	582	159	181
1035-Public Affairs	14	3	4
1102-Contracting	9	4	2
1109-Grants Management	11	2	3
1160-Financial Analysis	1	1	
1301-General Physical Science	107	20	41
1306-Health Physics	2	1	
1315-Hydrology	4	3	
1320-Chemistry	1	1	
1350-Geology	15	9	2
1550-Computer Science	2		
1810-General Investigating	1		
201-Human Resources Management	7	2	2
2210-Information Technology Management	12	3	2
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	41	9	11

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
4															
1															
2															
1															
130															
63															
16															
1															
4															
2															
4															
14															
4															
1															
2															
18															
1															
16															
1															
6															
2															
6															
1															
542															
13															
9															
11															
1															
97															
2															
4															
1															
14															
2															
7															
12															
1															
41															

301-Miscellaneous Administration and Program	4	3	
303-Miscellaneous Clerk and Assistant	12	2	8
306-Government Information Specialist	3		2
308-Records Management	2		1
318-Secretary	26	3	14
326-Office Automation Clerical and Assistance	1	1	
340-Program Management	8	3	2
341-Administrative Officer	1	1	
342-Support Services Administration	1		
343-Management and Program Analysis	8	2	1
401-General Natural Resources Management and Biological Sciences	33	6	2
415-Toxicology	1	1	
501-Financial Administration and Program	4		1
505-Financial Management	1		
510-Accounting	9		5
525-Accounting Technician	3		2
560-Budget Analysis	5		4
801-General Engineering	1	1	
808-Architecture	1		
819-Environmental Engineering	147	45	51
901-General Legal and Kindred Administration	1		
905-General Attorney	76	30	17
950-Paralegal Specialist	5	3	2
963-Legal Instruments Examining	1		1
NEW YORK,NEW YORK	2		1
1035-Public Affairs	1		1
401-General Natural Resources Management and Biological Sciences	1		
NIAGARA FALLS,NEW YORK	1	1	
1035-Public Affairs	1	1	
SAN JUAN,PUERTO RICO	3	1	
510-Accounting	1		
819-Environmental Engineering	1	1	
905-General Attorney	1		
SANTURCE,PUERTO RICO	24	6	6
1301-General Physical Science	6	1	1
1350-Geology	1		
318-Secretary	1	1	
401-General Natural Resources Management and Biological Sciences	1		1
819-Environmental Engineering	14	4	4
905-General Attorney	1		
ST THOMAS,VIRGIN ISLANDS	2		1
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		1
STAMFORD,CONNECTICUT	1	1	
1301-General Physical Science	1	1	
VIEQUES, VIEQUES,PUERTO	1		1
819-Environmental Engineering	1		1

4																			
12																			
2																			
1																			
26																			
1																			
7																			
1																			
8																			
23																			
1																			
4																			
1																			
9																			
3																			
5																			
1																			
1																			
139																			
1																			
71																			
5																			
1																			
2																			
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24																			
6																			
1																			
1																			
1																			
14																			
1																			
2																			
1																			
1																			
1																			
1																			
1																			
1																			

Grand Total	784	205	238
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726															
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Region 3	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANNAPOLIS JUNC, MARYLAND	1		
28-Environmental Protection Specialist	1		
ANNAPOLIS, MARYLAND	21	6	6
1035-Public Affairs	1		
1301-General Physical Science	5	1	3
28-Environmental Protection Specialist	9	1	3
318-Secretary	1	1	
340-Program Management	2	2	
341-Administrative Officer	1		
343-Management and Program Analysis	1	1	
819-Environmental Engineering	1		
BLUEMONT, VIRGINIA	1		
819-Environmental Engineering	1		
CHARLESTON, WEST VIRGINIA	2		
301-Miscellaneous Administration and Program	1		
905-General Attorney	1		
FORT MEADE, MARYLAND	45	11	9
1301-General Physical Science	16	5	4
1320-Chemistry	15	3	3
1399-Physical Science Student Trainee	1		
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	1		
301-Miscellaneous Administration and Program	2		1
342-Support Services Administration	1		
401-General Natural Resources Management and Biological Sciences	4	1	
819-Environmental Engineering	3	2	
905-General Attorney	1		1
HERNDON, VIRGINIA	1		1
905-General Attorney	1		1
PHILADELPHIA, PENNSYLVANIA	739	180	197
1035-Public Affairs	19	6	3
1101-General Business and Industry	1		
1102-Contracting	12	5	2
1109-Grants Management	11	4	3
1160-Financial Analysis	5	2	
1301-General Physical Science	154	26	28
1306-Health Physics	1		1
1315-Hydrology	1	1	
1340-Meteorology	1		
1350-Geology	5	1	2
1399-Physical Science Student Trainee	4		
1810-General Investigating	4	3	

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
20															
5															
9															
1															
2															
1															
1															
1															
1															
1															
2															
1															
1															
38															
16															
11															
1															
1															
1															
1															
3															
3															
1															
1															
1															
643															
19															
1															
12															
9															
5															
130															
1															
1															
1															
5															
4															

18-Safety and Occupational Health Management	1		
201-Human Resources Management	12	3	1
2210-Information Technology Management	19	7	5
2299-Information Technology Student Trainee	2		
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	89	29	43
299-Human Resources Management Student Trainee	1		
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	13	2	6
303-Miscellaneous Clerk and Assistant	9	1	
306-Government Information Specialist	1		1
308-Records Management	1		
318-Secretary	18	3	9
326-Office Automation Clerical and Assistance	2	2	
340-Program Management	10	4	5
342-Support Services Administration	4	1	3
343-Management and Program Analysis	19	4	3
350-Equipment Operator	1	1	
401-General Natural Resources Management and Biological Sciences	75	5	4
408-Ecology	3	1	1
414-Entomology	1		
415-Toxicology	9	3	5
457-Soil Conservation	1	1	
499-Biological Science Student Trainee	4		
501-Financial Administration and Program	6	4	2
505-Financial Management	1	1	
510-Accounting	8	1	4
525-Accounting Technician	1		
560-Budget Analysis	1	1	
819-Environmental Engineering	128	33	35
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	70	23	27
950-Paralegal Specialist	4	1	1
#N/A	2	1	
RICHMOND,VIRGINIA	1		1
1301-General Physical Science	1		1
TITUSVILLE,PENNSYLVANIA	1		1
1301-General Physical Science	1		1
WASHINGTON,DC	1		
28-Environmental Protection Specialist	1		
WHEELING,WEST VIRGINIA	13	2	2
1301-General Physical Science	2	1	
1315-Hydrology	1	1	
28-Environmental Protection Specialist	2		1
401-General Natural Resources Management and Biological Sciences	7		
819-Environmental Engineering	1		1

1																			
10																			
19																			
1																			
88																			
1																			
1																			
13																			
9																			
1																			
1																			
18																			
2																			
10																			
4																			
16																			
1																			
42																			
3																			
1																			
9																			
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6																			
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111																			
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70																			
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1																			
1																			
1																			
1																			
1																			
1																			
13																			
2																			
1																			
2																			
7																			
1																			

Grand Total	826	199	217
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722																	
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Region 4	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ATHENS, GEORGIA	85	14	15
1301-General Physical Science	20	4	5
1311-Physical Science Technician	1	1	
1320-Chemistry	20	4	2
18-Safety and Occupational Health Management	1		
2210-Information Technology Management	2		
28-Environmental Protection Specialist	1		
301-Miscellaneous Administration and Program	1	1	
318-Secretary	2		
341-Administrative Officer	1		
343-Management and Program Analysis	2		
401-General Natural Resources Management and Biological Sciences	18	2	4
415-Toxicology	1		
819-Environmental Engineering	15	2	4
ATLANTA, GEORGIA	806	148	275
1001-General Arts and Information	1	1	
1035-Public Affairs	13		4
1071-Audiovisual Production	2		1
1084-Visual Information	1		1
1101-General Business and Industry	2		2
1102-Contracting	9	1	1
1106-Procurement Clerical and Technician	1	1	
1109-Grants Management	10	3	3
1160-Financial Analysis	3	1	
1301-General Physical Science	158	27	61
1315-Hydrology	5	1	
1320-Chemistry	1		
1350-Geology	2	2	
150-Geography	1		
1810-General Investigating	5	1	3
201-Human Resources Management	6	2	2
2210-Information Technology Management	12	2	5
260-Equal Employment Opportunity	2		1
28-Environmental Protection Specialist	58	12	25
29-Environmental Protection Assistant	1		1
301-Miscellaneous Administration and Program	23	4	8
303-Miscellaneous Clerk and Assistant	15	6	2
306-Government Information Specialist	11	3	7
308-Records Management	2		
318-Secretary	11	3	6
326-Office Automation Clerical and Assistance	1		
335-Computer Clerk and Assistant	1		1

		# of Targeted Positions									Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
		by Grade													
VSIP		1-4	5-8	9-11	12	13	14	15	SES	Other					
71															
15															
1															
17															
1															
1															
1															
1															
1															
2															
16															
1															
14															
730															
1															
10															
2															
1															
2															
9															
1															
9															
3															
147															
3															
1															
2															
5															
6															
12															
2															
52															
1															
20															
14															
9															
1															
10															
1															
1															

340-Program Management	12	4	6
341-Administrative Officer	3		2
342-Support Services Administration	3		
343-Management and Program Analysis	24	2	15
3502-Laboring	1		
401-General Natural Resources Management and Biological Sciences	91	14	15
408-Ecology	2		
415-Toxicology	4		3
499-Biological Science Student Trainee	1		
501-Financial Administration and Program	7	3	4
505-Financial Management	1		1
510-Accounting	2		1
560-Budget Analysis	11	4	3
5703-Motor Vehicle Operating	2		
601-General Health Science	1		1
690-Industrial Hygiene	1		
801-General Engineering	1	1	
80-Security Administration	2		
819-Environmental Engineering	212	39	70
840-Nuclear Engineering	1		1
905-General Attorney	65	10	18
950-Paralegal Specialist	1	1	
986-Legal Assistance	1		1
BAY ST LOUIS, MISSISSIPPI	11	1	3
1301-General Physical Science	2		1
28-Environmental Protection Specialist	1		
340-Program Management	2		2
343-Management and Program Analysis	3	1	
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	1		
CHARLOTTE, NORTH CAROLINA	1		
819-Environmental Engineering	1		
CRAWFORDVILLE, FLORIDA	1		
401-General Natural Resources Management and Biological Sciences	1		
DURHAM, NORTH CAROLINA	1	1	
28-Environmental Protection Specialist	1	1	
GULFPORT, MISSISSIPPI	3		
1301-General Physical Science	1		
819-Environmental Engineering	2		
JACKSON, MISSISSIPPI	1		1
819-Environmental Engineering	1		1
JACKSON, TENNESSEE	1		1
819-Environmental Engineering	1		1
JACKSONVILLE, FLORIDA	1		1
1301-General Physical Science	1		1
LOUISVILLE, KENTUCKY	1	1	
819-Environmental Engineering	1	1	

MOBILE,ALABAMA	1		1
401-General Natural Resources Management and Biological Sciences	1		1
WEST PALM BEACH,FLORIDA	1	1	
401-General Natural Resources Management and Biological Sciences	1	1	
Grand Total	914	166	297

1															
1															
1															
1															
823															

Region 5	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
CARTERVILLE, ILLINOIS	1		1
1301-General Physical Science	1		1
CHICAGO HTS, ILLINOIS	1		
401-General Natural Resources Management and Biological Sciences	1		
CHICAGO, ILLINOIS	1036	255	296
1035-Public Affairs	18	5	5
1060-Photography	1		
1082-Writing and Editing	2	1	
1084-Visual Information	2		1
1101-General Business and Industry	2	1	
1102-Contracting	20	2	6
1106-Procurement Clerical and Technician	1		1
1109-Grants Management	12	1	3
1160-Financial Analysis	5	2	
1301-General Physical Science	201	43	50
1306-Health Physics	2	1	1
1315-Hydrology	3		
1320-Chemistry	25	8	1
1340-Meteorology	1		1
1350-Geology	11	5	2
1399-Physical Science Student Trainee	3		
1530-Statistics	1	1	
1702-Education and Training Technician	2	1	1
1750-Instructional Systems	1		
1810-General Investigating	5	3	1
18-Safety and Occupational Health Management	3		
2001-General Supply	2		
201-Human Resources Management	10	3	2
20-Community Planning	4		
2210-Information Technology Management	31	6	5
260-Equal Employment Opportunity	4	1	2
28-Environmental Protection Specialist	160	46	73
301-Miscellaneous Administration and Program	24	5	13
303-Miscellaneous Clerk and Assistant	25	9	9
305-Mail and File	1		
306-Government Information Specialist	12	3	5
308-Records Management	9	1	4
318-Secretary	4		1
326-Office Automation Clerical and Assistance	1		
335-Computer Clerk and Assistant	1	1	
340-Program Management	22	10	6
341-Administrative Officer	5	1	3

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
939															
18															
1															
2															
2															
2															
18															
1															
12															
5															
180															
2															
1															
22															
1															
9															
1															
2															
1															
4															
2															
1															
8															
3															
30															
4															
155															
24															
25															
1															
11															
9															
3															
1															
1															
22															
5															

343-Management and Program Analysis	34	13	8
344-Management and Program Clerical and Assistance	3	1	1
399-Administration and Office Support Student Trainee	11	1	
401-General Natural Resources Management and Biological Sciences	42	7	5
403-Microbiology	1		
408-Ecology	3	1	
415-Toxicology	3	2	
471-Agronomy	1		
501-Financial Administration and Program	4	3	1
505-Financial Management	1		1
510-Accounting	15	5	5
560-Budget Analysis	7	1	1
599-Financial Management Student Trainee	2		
601-General Health Science	4	2	1
80-Security Administration	2		2
819-Environmental Engineering	159	23	43
890-Agricultural Engineering	1		
893-Chemical Engineering	1		1
899-Engineering and Architecture Student Trainee	3		
905-General Attorney	94	32	29
950-Paralegal Specialist	3	3	
986-Legal Assistance	1		1
999-Legal Occupations Student Trainee	3		
#N/A	2	1	1
CINCINNATI, OHIO	1		1
1301-General Physical Science	1		1
CLEVELAND, OHIO	1		
28-Environmental Protection Specialist	1		
DETROIT, MICHIGAN	2		1
1301-General Physical Science	1		1
415-Toxicology	1		
ELMHURST, ILLINOIS	1		
1301-General Physical Science	1		
FLINT, MICHIGAN	1		
1035-Public Affairs	1		
GREEN BAY, WISCONSIN	1		
1301-General Physical Science	1		
GROSSE ILE, MICHIGAN	13		3
1301-General Physical Science	9		1
1670-Equipment Services	1		
303-Miscellaneous Clerk and Assistant	1		1
401-General Natural Resources Management and Biological Sciences	2		1
INDIANAPOLIS, INDIANA	2		
1301-General Physical Science	1		
401-General Natural Resources Management and Biological Sciences	1		
MADISON, WISCONSIN	1		1
401-General Natural Resources Management and Biological Sciences	1		1

34																			
3																			
2																			
36																			
1																			
3																			
3																			
1																			
4																			
1																			
15																			
7																			
2																			
4																			
2																			
134																			
1																			
1																			
89																			
3																			
1																			
1																			
2																			
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11																			
7																			
1																			
1																			
2																			
2																			
1																			
1																			
1																			
1																			

MINNEAPOLIS, MINNESOTA	1	1	
1301-General Physical Science	1	1	
ST PAUL, MINNESOTA	1		
1301-General Physical Science	1		
TRAVERSE CITY, MICHIGAN	2	1	1
28-Environmental Protection Specialist	1		1
819-Environmental Engineering	1	1	
WESTLAKE, OHIO	17	1	5
1301-General Physical Science	6	1	2
1350-Geology	2		1
301-Miscellaneous Administration and Program	1		1
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	6		1
Grand Total	1082	258	309

1															
1															
2															
1															
1															
14															
4															
2															
1															
2															
5															
978															

Region 6	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ADA, OKLAHOMA	1		
28-Environmental Protection Specialist	1		
DALLAS, TEXAS	687	204	158
1001-General Arts and Information	1	1	
1035-Public Affairs	11	3	4
1102-Contracting	7	1	1
1109-Grants Management	10		5
1160-Financial Analysis	1		
1301-General Physical Science	148	44	22
1306-Health Physics	1	1	
1350-Geology	3	1	1
18-Safety and Occupational Health Management	1	1	
201-Human Resources Management	6		1
2210-Information Technology Management	9	2	2
260-Equal Employment Opportunity	2	1	
28-Environmental Protection Specialist	139	49	41
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	19	7	3
306-Government Information Specialist	3	1	2
308-Records Management	1	1	
318-Secretary	14	6	5
326-Office Automation Clerical and Assistance	1		
340-Program Management	8	6	1
341-Administrative Officer	3	2	1
342-Support Services Administration	7	1	3
343-Management and Program Analysis	21	7	3
344-Management and Program Clerical and Assistance	1	1	
391-Telecommunications	2		1
401-General Natural Resources Management and Biological Sciences	49	4	4
415-Toxicology	3	1	1
501-Financial Administration and Program	8	3	2
505-Financial Management	1		
510-Accounting	3	1	1
560-Budget Analysis	1		1
80-Security Administration	1		
819-Environmental Engineering	132	43	39
905-General Attorney	63	13	10
950-Paralegal Specialist	5	2	3
986-Legal Assistance	1		1
EL PASO, TEXAS	6	2	2
1301-General Physical Science	1		
28-Environmental Protection Specialist	1	1	

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
619															
1															
9															
5															
9															
1															
136															
1															
3															
1															
6															
8															
2															
134															
1															
18															
3															
1															
13															
1															
8															
3															
6															
20															
1															
2															
23															
3															
8															
3															
1															
127															
55															
5															
1															
6															
1															
1															

318-Secretary	1	1	
819-Environmental Engineering	3		2
HOUSTON, TEXAS	41	19	6
1035-Public Affairs	1	1	
1301-General Physical Science	8	3	4
1320-Chemistry	19	10	1
1399-Physical Science Student Trainee	2		
28-Environmental Protection Specialist	1		
343-Management and Program Analysis	1	1	
344-Management and Program Clerical and Assistance	1	1	
401-General Natural Resources Management and Biological Sciences	3	1	1
819-Environmental Engineering	4	1	
905-General Attorney	1	1	
NEW ORLEANS, LOUISIANA	1		
1301-General Physical Science	1		
PAWHUSKA, OKLAHOMA	2	2	
819-Environmental Engineering	2	2	
Grand Total	738	227	166

1															
3															
40															
1															
8															
19															
1															
1															
1															
1															
3															
4															
1															
1															
1															
2															
2															
669															

Region 7	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
COLUMBUS,KANSAS	1		
401-General Natural Resources Management and Biological Sciences	1		
DES MOINES,IOWA	1	1	
819-Environmental Engineering	1	1	
FENTON,MISSOURI	3		
1301-General Physical Science	2		
28-Environmental Protection Specialist	1		
KANSAS CITY,KANSAS	53	12	9
1301-General Physical Science	14	3	3
1320-Chemistry	17	4	2
1399-Physical Science Student Trainee	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	4	1	1
318-Secretary	1		
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	7	1	
690-Industrial Hygiene	1	1	
819-Environmental Engineering	6	1	2
KANSAS CITY,MISSOURI	6	1	
1301-General Physical Science	4		
343-Management and Program Analysis	1	1	
819-Environmental Engineering	1		
LENEXA,KANSAS	442	61	101
1035-Public Affairs	11	2	2
1084-Visual Information	2		1
1101-General Business and Industry	2	1	
1102-Contracting	10	1	1
1109-Grants Management	6	3	
1160-Financial Analysis	1		1
1301-General Physical Science	102	10	21
1340-Meteorology	1		
1350-Geology	3		
1410-Librarian	1	1	
2001-General Supply	1		
2005-Supply Clerical and Technician	1	1	
201-Human Resources Management	4		3
20-Community Planning	2		
2210-Information Technology Management	9	2	
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	43	5	13
301-Miscellaneous Administration and Program	6	2	
306-Government Information Specialist	3	2	

	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
VSIP	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
1															
1															
3															
2															
1															
46															
12															
16															
1															
4															
1															
6															
1															
5															
6															
4															
1															
1															
384															
10															
2															
2															
10															
6															
1															
89															
2															
1															
1															
1															
4															
1															
6															
1															
39															
6															
3															

308-Records Management	2		1
318-Secretary	15	1	2
326-Office Automation Clerical and Assistance	1		
340-Program Management	11	2	6
342-Support Services Administration	2		2
343-Management and Program Analysis	29	3	4
399-Administration and Office Support Student Trainee	2		
401-General Natural Resources Management and Biological Sciences	33	2	1
408-Ecology	3		1
415-Toxicology	1		
501-Financial Administration and Program	3		
503-Financial Clerical and Assistance	2		1
505-Financial Management	1		1
510-Accounting	4		1
511-Auditing	1		1
560-Budget Analysis	1		
690-Industrial Hygiene	1		
801-General Engineering	1		1
808-Architecture	1	1	
80-Security Administration	1		
819-Environmental Engineering	63	14	25
840-Nuclear Engineering	2		
899-Engineering and Architecture Student Trainee	2		
905-General Attorney	42	8	10
950-Paralegal Specialist	5		1
99-General Student Trainee	3		
#N/A	1		1
NORWOOD, OHIO	1		1
560-Budget Analysis	1		1
SHALIMAR, FLORIDA	1		
510-Accounting	1		
WEBB CITY, MISSOURI	1		1
1301-General Physical Science	1		1
Grand Total	509	75	112

2															
15															
1															
11															
2															
27															
1															
23															
3															
1															
2															
2															
1															
4															
1															
1															
1															
1															
1															
1															
53															
2															
37															
5															
1															
1															
1															
1															
1															
1															
1															
444															

Region 8	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
BUTTE, MONTANA	1	1	
1301-General Physical Science	1	1	
DENVER, COLORADO	486	92	110
1035-Public Affairs	11	1	1
1101-General Business and Industry	1		
1102-Contracting	6		3
1109-Grants Management	7	1	1
1160-Financial Analysis	2		1
1301-General Physical Science	102	21	19
1320-Chemistry	2	1	
1350-Geology	1		
1530-Statistics	1		1
1640-Facility Operations Services	1		
2005-Supply Clerical and Technician	1		
201-Human Resources Management	3		1
2210-Information Technology Management	11	2	3
260-Equal Employment Opportunity	1		
28-Environmental Protection Specialist	117	20	32
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	16	3	4
306-Government Information Specialist	3	1	1
308-Records Management	1		
318-Secretary	2		
326-Office Automation Clerical and Assistance	1	1	
340-Program Management	4		3
343-Management and Program Analysis	19	3	8
401-General Natural Resources Management and Biological Sciences	9		1
403-Microbiology	1		
415-Toxicology	9	3	
501-Financial Administration and Program	7	2	3
503-Financial Clerical and Assistance	2		1
510-Accounting	6	1	1
601-General Health Science	1		
690-Industrial Hygiene	1		
80-Security Administration	2		1
819-Environmental Engineering	86	17	21
905-General Attorney	43	12	3
950-Paralegal Specialist	2	1	
986-Legal Assistance	1		
#N/A	2	1	1
GOLDEN, COLORADO	14	3	4
1301-General Physical Science	2	1	1

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
1															
1															
451															
11															
1															
5															
7															
2															
94															
2															
1															
1															
1															
1															
3															
11															
1															
115															
1															
14															
3															
1															
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1															
4															
19															
6															
1															
8															
7															
2															
5															
1															
1															
2															
79															
35															
2															
2															
13															
2															

1320-Chemistry	7	2	1
2210-Information Technology Management	1		
301-Miscellaneous Administration and Program	1		
401-General Natural Resources Management and Biological Sciences	3		2
HELENA,MONTANA	25	2	12
1035-Public Affairs	1		
1301-General Physical Science	7		4
1315-Hydrology	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	5		4
301-Miscellaneous Administration and Program	1		1
341-Administrative Officer	2	1	
401-General Natural Resources Management and Biological Sciences	1		
501-Financial Administration and Program	1		1
819-Environmental Engineering	4		1
905-General Attorney	1	1	
LIBBY,MONTANA	1		1
819-Environmental Engineering	1		1
PIERRE,SOUTH DAKOTA	1		
819-Environmental Engineering	1		
Grand Total	528	98	127

6															
1															
1															
3															
24															
1															
7															
1															
1															
5															
1															
2															
1															
1															
3															
1															
1															
1															
1															
1															
491															

Region 9	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
CARSON CITY, NEVADA	3	1	2
1301-General Physical Science	2	1	1
819-Environmental Engineering	1		1
HONOLULU, HAWAII	7	1	3
1035-Public Affairs	1		1
1301-General Physical Science	3	1	1
28-Environmental Protection Specialist	2		1
401-General Natural Resources Management and Biological Sciences	1		
LONG BEACH, CALIFORNIA	2		
1301-General Physical Science	1		
819-Environmental Engineering	1		
LOS ANGELES, CALIFORNIA	19	2	3
1035-Public Affairs	1		
1301-General Physical Science	1		
1810-General Investigating	1		
2210-Information Technology Management	1		1
28-Environmental Protection Specialist	8	1	1
318-Secretary	1		
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	2		
819-Environmental Engineering	3	1	
PACIFICA, CALIFORNIA	1		
343-Management and Program Analysis	1		
RICHMOND, CALIFORNIA	11	5	2
1301-General Physical Science	3	1	1
1320-Chemistry	4	2	
2210-Information Technology Management	1	1	
401-General Natural Resources Management and Biological Sciences	3	1	1
SACRAMENTO, CALIFORNIA	3		1
1301-General Physical Science	2		1
401-General Natural Resources Management and Biological Sciences	1		
SAN DIEGO, CALIFORNIA	8		4
28-Environmental Protection Specialist	6		2
819-Environmental Engineering	2		2
SAN FRANCISCO, CALIFORNIA	677	134	193
1035-Public Affairs	5		1
1071-Audiovisual Production	1		
1082-Writing and Editing	2	1	1
1101-General Business and Industry	7	1	5
1102-Contracting	12	3	1
1109-Grants Management	13	1	8
1301-General Physical Science	99	19	25

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
3															
2															
1															
7															
1															
3															
2															
1															
2															
1															
1															
19															
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1															
7															
5															
2															
619															
4															
1															
2															
7															
12															
12															
84															

1320-Chemistry	1		1
1370-Cartography	2		1
1410-Librarian	1	1	
150-Geography	1		1
1810-General Investigating	1		1
18-Safety and Occupational Health Management	1		1
201-Human Resources Management	4	3	1
2210-Information Technology Management	21	7	11
260-Equal Employment Opportunity	1		1
28-Environmental Protection Specialist	201	37	59
29-Environmental Protection Assistant	3	1	2
301-Miscellaneous Administration and Program	6	1	3
303-Miscellaneous Clerk and Assistant	8	3	2
306-Government Information Specialist	1		
308-Records Management	1		1
318-Secretary	6	3	1
340-Program Management	7	4	2
341-Administrative Officer	6	3	2
342-Support Services Administration	1		1
343-Management and Program Analysis	11	3	3
391-Telecommunications	3	1	1
401-General Natural Resources Management and Biological Sciences	42	3	6
415-Toxicology	3	1	2
501-Financial Administration and Program	2	1	1
505-Financial Management	1		1
510-Accounting	3	1	1
560-Budget Analysis	14	4	2
561-Budget Clerical and Assistance	1		
690-Industrial Hygiene	1	1	
80-Security Administration	2		1
819-Environmental Engineering	112	16	28
893-Chemical Engineering	1		
905-General Attorney	68	15	15
#N/A	1		
SHIPROCK,NEW MEXICO	1		
401-General Natural Resources Management and Biological Sciences	1		
STATELINE,NEVADA	1	1	
819-Environmental Engineering	1	1	
TUCSON,ARIZONA	2	1	
28-Environmental Protection Specialist	2	1	
YREKA,CALIFORNIA	1		
28-Environmental Protection Specialist	1		
Grand Total	736	145	208

1																			
2																			
1																			
1																			
1																			
1																			
4																			
20																			
1																			
192																			
3																			
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61																			
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1																			
2																			
2																			
1																			
1																			
677																			

Region 10	Total Non-Term Employees	Retirement Eligible	VERA Eligible (does not include RE)
ANCHORAGE, ALASKA	27	3	3
1301-General Physical Science	5		
28-Environmental Protection Specialist	14	2	1
340-Program Management	1		1
343-Management and Program Analysis	1	1	
401-General Natural Resources Management and Biological Sciences	4		1
819-Environmental Engineering	1		
89-Emergency Management Specialist	1		
BOISE, IDAHO	20	6	3
1301-General Physical Science	10	4	1
28-Environmental Protection Specialist	6	1	1
340-Program Management	1	1	
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		
819-Environmental Engineering	1		1
COEUR D'ALENE, IDAHO	1		1
28-Environmental Protection Specialist	1		1
EUGENE, OREGON	1	1	
28-Environmental Protection Specialist	1	1	
JUNEAU, ALASKA	2		1
1301-General Physical Science	1		1
28-Environmental Protection Specialist	1		
KING, WASHINGTON	1		
306-Government Information Specialist	1		
LACEY, WASHINGTON	9	1	4
1035-Public Affairs	1		
28-Environmental Protection Specialist	6	1	2
343-Management and Program Analysis	1		1
401-General Natural Resources Management and Biological Sciences	1		1
MANCHESTER, WASHINGTON	1		
403-Microbiology	1		
PORT ORCHARD, WASHINGTON	19	1	3
1301-General Physical Science	1		
1311-Physical Science Technician	1		
1320-Chemistry	10	1	1
1640-Facility Operations Services	1		
28-Environmental Protection Specialist	3		2
318-Secretary	1		
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	1		
PORTLAND, OREGON	22	6	4
1035-Public Affairs	1	1	

VSIP	# of Targeted Positions										Total # of Targeted Positions	Max # of Offers	# to Restructure	# to Eliminate	Comments
	by Grade														
	1-4	5-8	9-11	12	13	14	15	SES	Other						
27															
5															
14															
1															
1															
4															
1															
1															
19															
10															
6															
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22															
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1301-General Physical Science	4	1	
201-Human Resources Management	1		
28-Environmental Protection Specialist	6	3	1
318-Secretary	1		
340-Program Management	2		2
343-Management and Program Analysis	1		
401-General Natural Resources Management and Biological Sciences	2		1
408-Ecology	1		
819-Environmental Engineering	2	1	
905-General Attorney	1		
RICHLAND, WASHINGTON	7		3
1301-General Physical Science	4		2
819-Environmental Engineering	3		1
SEATTLE HEIGHTS, WASHINGT	1		
819-Environmental Engineering	1		
SEATTLE, WASHINGTON	435	90	102
1035-Public Affairs	8	2	1
1109-Grants Management	20	5	5
1301-General Physical Science	67	12	13
1306-Health Physics	1		
1315-Hydrology	1	1	
1320-Chemistry	4		1
1340-Meteorology	1		
201-Human Resources Management	2		1
2210-Information Technology Management	9	2	2
260-Equal Employment Opportunity	1	1	
28-Environmental Protection Specialist	146	27	38
29-Environmental Protection Assistant	1	1	
301-Miscellaneous Administration and Program	19	5	1
303-Miscellaneous Clerk and Assistant	2	1	
306-Government Information Specialist	4		2
308-Records Management	2		2
318-Secretary	7	4	1
340-Program Management	6	2	3
342-Support Services Administration	1		
343-Management and Program Analysis	11	3	2
401-General Natural Resources Management and Biological Sciences	17	4	3
408-Ecology	5	1	4
415-Toxicology	6	2	
482-Fish Biology	1		
501-Financial Administration and Program	2	1	
503-Financial Clerical and Assistance	1	1	
510-Accounting	3		
560-Budget Analysis	7	3	
690-Industrial Hygiene	1		
80-Security Administration	2		
819-Environmental Engineering	38	6	14

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6																			
1																			
2																			
35																			

89-Emergency Management Specialist	2		
905-General Attorney	35	6	8
950-Paralegal Specialist	1		
#N/A	1		1
Grand Total	546	108	124

2														
30														
1														
1														
501														

The Office of Land and Emergency Management (OLEM) NPM Program Efficiencies Straw Proposal

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency's (EPA) Office of Land and Emergency Management (OLEM) is requesting approval authority through September 30, 2017 for the use of Voluntary Early Retirement Authority (VERA/Early-Out) and Voluntary Separation Incentive Payments (VSIP/Buy-Out).

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, and strengthen technical programmatic expertise with appropriate skill mix;
- Streamline OLEM's national workforce by reshaping and reducing a targeted segment of positions that will yield a workforce with skill sets aligned to the Agency's highest priorities;
- Reduce and rebalance the current top-heavy GS-14/15 grade structure to create backfill opportunities for recruiting at lower grade levels;
- Reduce and restructure existing staff layers to improve organizational productivity while reducing the FTE ceiling number to reduce staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence.
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a limited number of vacancies at lower grades (GS- 7/9) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization;

OLEM directs the Agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities. Under the Resource Conservation and Recovery Act (RCRA), the Office of Resource Conservation and Recovery (ORCR) is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA Regional Offices and State Programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

- (1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action (CA) programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving effective oversight can be achieved with fewer personnel resources.

- (2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include a how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Superfund:

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and also on economic redevelopment possibilities and suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This can result in a streamlined organization.

Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. The Agency normally appoints a Community Involvement Coordinator (CIC) who will work with community members throughout the cleanup process, in addition to On-Scene Coordinators and Remedial Program Managers that coordinate the overall investigation and input from other staff, including hydrogeologists, toxicologists and ecological risk assessors along with the grants/project officers that administer cooperative agreements to states for their participation in the response determination process and other staff that may serve as contract officer representatives.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to do all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This would require careful allocation of the balance of resources to the completion of the other phases of the process, such as Record of Decision (RODs), Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements and the introduction of entirely new competencies to better meet program goals.



U.S. Environmental Protection Agency
Request for
Voluntary Separation Incentive Payments and
Voluntary Early Retirement Authority for
The Office of Chemical Safety and Pollution
Prevention (OCSPP)

- I. Introduction**
- II. Background**
- III. Reshaping the Workforce**
- IV. Budget Neutrality/Costs/Savings**
- V. Template for Combined VSIP/VERA Request**

Attachments:

Attachment 1 – Current Organization Chart

Attachment 2 – New Organization Chart

**Attachment 3 – Targeted Positions and Maximum Number of VSIPs/VERAs to be
Offered to Targeted Positions by Office and Series**

**U.S. Environmental Protection Agency
Office of Chemical Safety and Pollution Prevention
Voluntary Separation Incentive Payments and
Voluntary Early Retirement Authority**

I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA), Office of Chemical Safety and Pollution Prevention (OCSPP) is requesting approval authority through May 1, 2014 for the use of Voluntary Separation Incentive Payments (VSIP/Buy-Out) and Voluntary Early Retirement Authority (VERA/Early-Out). OCSPP will use these authorities to reshape our workforce by eliminating obsolete positions and consolidating skills to correct significant competency gaps. We will recruit, develop, and retain a diverse and creative workforce, equipped with the technical skills and knowledge needed to accomplish the Agency's mission and to meet evolving environmental challenges. We will also reduce and rebalance our Full-Time Equivalents (FTEs) as well as associated extramural program requirements, e.g., Working Capital Fund (WCF); travel; and other expenses. Specifically, OCSPP will:

- Reduce the number of GS-0303 Miscellaneous Clerk and Assistant, GS-0318 Secretary, GS-0344 Management and Program Clerical Assistant positions. As technology use across the workforce has expanded, many of the activities of the administrative staff in these series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Govtrip, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in these administrative fields and will enable the organization to reduce obsolete skills and consolidate a broader range of functions.
- Reduce and restructure the work of GS-2210 Information Technology (IT) Management (excluding IT security positions) and GS-1412 Technical Information Specialists to achieve staffing reductions and restructure these positions to recruit candidates with new web-based data management skills needed to expand database information sharing tools such as SharePoint and other web-based applications that are planned for future implementation. These recruitments will also focus on hiring staff that meet the Agency's needs for transitioning OCSPP information management systems to be fully integrated with the agency's E-Enterprise business model. This business model enhances electronic reporting of required submissions by simplifying reporting for small businesses, enabling larger businesses to more readily apply data from their own existing environmental management systems and integrating environmental and administrative information from the OCSPP programs to eliminate duplicative data entry by submitter. This business model also includes the use of 21st century technology such as social media and e-enterprise.
- Specifically to achieve staffing reductions in the OCSPP Immediate Office's Regulatory Coordination Staff (RCS), reduce and restructure the work of GS-1412 Technical Information Specialists, GS-1001 Information Liaison Specialists, and GS-1082 Writer/Editors. The reduction in positions reflects the restructuring of the work related to Federal Register typeset and processing. The majority of the work associated with that function was eliminated in 2010

when the Office of the Federal Register eliminated the “encoded” typeset option for agencies. Since that time, these positions have provided a typeset review that is currently being streamlined. Future functions of the RCS related to Federal Register production will be further streamlined and significantly reduced in order to prepare for the integration of electronic signature and processing within the program offices.

- Restructure the Biological Economic Analysis Division (BEAD) laboratories from four down to two. The Analytical Chemistry Laboratory (ACL), Microarray Research Laboratory (MRL), and the Microbiology Laboratory (ML) are located in Fort Meade, MD and the Environmental Chemistry Laboratory (ECL) is located in Bay St. Louis, MS. We will be closing the ECL by December 30, 2014 and will reassign the staff and work, into the Analytical Chemistry Laboratory located in Fort Meade, MD. However, staff applying for VSIP will have to be separated by April 4, 2014. The MRL located at Fort Meade, MD will also be closed by December 31, 2013. The MRL was staffed with one employee who retired on October 13, 2013 and the position will not be backfilled. The research conducted in the MRL has been completed. Steps are currently underway to realign the work into the ACL in Fort Meade, MD as well as remove reference from the OPP organizational structure. We will reduce our environmental chemistry positions GS-1320 Chemists at the GS-13 through GS-15 grade levels in the ECL at Bay St. Louis, MS. Through consolidation of the work of this lab with the ACL in Ft. Meade, MD, the number of staff needing to relocate could be reduced by this incentive. Through attrition gained by VSIP (Note: none of the employees located at the ECL are eligible for VERA), the ACL will reassign the work commensurate to the existing graded positions in order to concentrate the assignment of this work into fewer positions. The ACL provides scientific, laboratory, and technical support through chemical analyses of pesticides and related chemicals. Offering VSIP to our ECL in Bay St. Louis will help consolidate the functions of the ACL at the Fort Meade, MD Lab and help negate the effects of directed reassignments and possible involuntary separations for ECL employees that choose not to relocate.

As discussed in section III, targeting decisions were made by senior managers based on the specific mission needs required to reshape their offices and to meet FY 15 staffing levels. We are targeting a total of 67 positions for VSIP/VERA within OCSPP. This proposal sets a maximum number of VSIP/VERAs to be offered for each series within OCSPP (see Attachment 3). Both VSIP and VERA opportunities will be offered for up to 41 employees in targeted organizations, occupations, and grade levels located within OCSPP offices located in Washington, DC and Arlington, VA, and the ECL in Bay St. Louis, MS. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE, with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

II. Background

One of EPA's highest priorities over the next five years is to ensure the safety of chemicals and pesticides used in this country. As part of this effort, EPA is taking a more integrated approach to managing chemical and pesticide risk reduction and, in coordination with other relevant federal agencies, is focusing on consumers, workers, and sensitive subpopulations like children. EPA is enhancing its ability to measure the effects of chemicals and pesticides on human health and the environment by introducing new measures to reduce the concentration of targeted chemicals and pesticides in the general population and children.

As of October 1, 2013, the Office of Chemical Safety and Pollution Prevention (OCSPP) employs 1,072 permanent employees responsible for carrying out EPA's environmental mission as required by numerous environmental laws. This work is done in partnership with 10 EPA regional offices and multiple laboratories.

OCSPP is organizationally divided into (4) Program Offices: Immediate Office (IO); Office of Pesticide Programs (OPP); Office of Pollution Prevention and Toxics (OPPT); and Office of Science Coordination and Policy (OSCP).

OPP regulates the use of all pesticides in the United States and establishes maximum levels for pesticide residues in food, thereby safeguarding the nation's food supply. EPA regulates the use of pesticides under the authority of two federal statutes: the Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA) and the Federal Food, Drug, and Cosmetic Act (FFDCA). EPA has extended access to information on risk assessment and risk management actions to help increase transparency of decision making and facilitate consultation with the public and affected stakeholders. In addition to these regulatory functions, OPP provides information and coordinates on issues ranging from worker protection to misuse of pesticides.

OPP operates four laboratories that provide a variety of technical services for the Agency, other Federal and State agencies, tribal groups, and other organizations. The labs assist EPA and State enforcement labs by providing reference standards, analytical methods development, training and assistance with laboratory audits. The ECL located in Bay St. Louis, MS employs seven full-time personnel; one supervisory Chemist GS-15 and 6 Chemists who are responsible for carrying out EPA's mission of protecting the environment and human health. The ECL directly supports the evaluation of test methods for pesticides in soil and water; provides quality assurance technical support to EPA regional, Federal and State laboratories; develops analytical methods; and provides analytical support to national dioxin initiatives and monitoring studies. In addition, the Microarray Research Laboratory (MRL) is located in Fort Meade, MD and was responsible for conducting groundbreaking research in the genotoxicity of antimicrobials. The MRL was staffed with one GS-0401-15 Biologist who retired in October 2013.

OPPT manages programs under the Toxic Substances Control Act and the Pollution Prevention Act. Under these laws, EPA evaluates new and existing chemicals and their risks, and finds ways to prevent or reduce pollution before it gets into the environment. OPPT also manages a variety of environmental stewardship programs that encourage companies to reduce and prevent pollution. The office has developed two roles: One is to serve as a gatekeeper/guardian, using its regulatory authorities granted by Congress to keep potentially risky new chemicals out of the market while assessing and managing the potential risks of existing chemicals. The other -- which is newer and expanding -- is to promote environmental stewardship and sustainability. OPPT does this through collaborative programs with stakeholders and educational initiatives. Working to eliminate sources of pollution, OPPT creates tools and makes information available to enable industry and the public to make wise chemical choices. OPPT works in both areas internationally to confront chemical risks that cross national boundaries.

OSCP provides coordination, leadership, peer review, and synthesis of science and science policy within OCSPP. OSCP assures sound scientific decisions are made regarding safe pesticide and chemical management through the leadership of the FIFRA Scientific Advisory Panel. OSCP also coordinates emerging exposure and hazard assessment topics such as endocrine disruptors.

In addition to the reasons noted in the previous section, OCSPP needs to reduce, rebalance grade levels and restructure our workforce to recruit new skills and abilities to support the adoption and issuance of more effective regulations to implement and enforce. One effective and efficient tool for achieving our

[PAGE * MERGEFORMAT]

mission involves increasing the utility and availability of information for public use. Finally, continued advancement in automation/IT technologies will foster further streamlining and redefine our work, allowing people to manage workloads more effectively and with greater consistency. Taken together, these drivers, along with budget realities, require OCSPP to reduce, rebalance and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 5%.

III. Reshaping the Workforce

OCSPP needs to reshape its workforce to meet technical, administrative, and programmatic challenges facing the organization. The work of the office has changed significantly with the evolution of technology including information technology.

In FY 2011, EPA launched an agencywide workforce planning initiative in conjunction with the agency's annual budget cycle. OCSPP participated fully in the process that focused on identifying critical occupations necessary to meet current and future business/mission areas and workforce requirements. Successfully completing this phase of OCSPP's succession planning will depend largely on OCSPP's ability to take advantage of VSIP and VERA authorities. This authority will give OCSPP the ability to more closely align its workforce with strategic goals and work towards more comprehensive position management across the organization. OCSPP considers strategic succession planning to be a complex challenge. Our mission demands a highly scientific/technical workforce whose expertise shifts to track with ongoing technical and scientific demands. We are challenged with gaining technical new expertise, such as those needed to improve our electronic reporting systems, with limited resources.

OCSPP will use VSIP and VERA to reshape our workforce to accomplish the following:

- Through attrition gained by VSIP and VERA, OCSPP will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11 positions with promotion potential established to the GS-12 level. This will allow us to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. In addition, this will create a more grade-level balanced workforce in OCSPP.
- Reduce the number of administrative positions that are no longer necessary. As technology use across the workforce has expanded, many of the activities of the administrative staff in these series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into complex automated systems, i.e., Govtrip, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in these administrative fields and will enable the organization to reduce obsolete skills and consolidate a broader range of functions.
- Aid the closing of the ECL by offering the 7 employees at the Bay St. Louis, MS location an incentive to voluntarily separate. In an effort to bring the BEAD Laboratories in line with the FY14 Strategic Plan and Program goals, it is determined that the ECL's primary work on dioxin analysis is no longer a priority for the Pesticide Program and therefore, warrants the realignment

of staff and resources by closing the ECL in Bay St. Louis, MS. Those ECL staff ineligible for the VSIP and those staff that decide not to voluntarily separate will be directly reassigned to Fort the ACL Laboratory in Fort Meade, MD or may be involuntarily separated for failure to accept a directed reassignment. The consolidation of the ECL with the ACL will further the prioritization of Pesticide analytical related work as well as increase efficiencies. Work will be redistributed and assigned commensurate with respective grade levels and staff abilities will be directed to Pesticide specific work. Closing the ECL will result in a significant costs savings in rent and utilities paid for facility related expenses at the NASA John C. Stennis Space Center in Bay St. Louis, MS. The rental agreement is reviewed annually and there is no legal or financial obligation or penalty for vacating as long as we're in compliance with the written agreement. This authority will also be used to reduce and reshape our workforce and provide grade level balance that consolidates higher level work into fewer positions and bring resources in line with current program goals and objectives.

- Reduce and restructure the work of GS-2210 Information Technology (IT) Management (excluding IT security positions) and GS-1412 Technical Information Specialists to achieve staffing reductions and restructure these positions to meet the technological challenges described above.
- Reduce and restructure the work of GS-1001 Information Liaison Specialist and GS-1082 Writer/Editor positions to allow the agency to more effectively realign the workforce and functions necessary for the effective and efficient implementation of the electronic signature and processing requirements for the routine and frequent Federal Register documents that are signed at delegated levels within the program offices.
- Reduce our workforce from 905.6 full time employee equivalents (FTE) to 843.7 for FY 2015. We will also assume that 50% of all 41 VSIP/VERA are utilized and new hires will not exceed our FTE ceiling.

IV. Budget Neutrality/Costs/Savings

Budget Neutrality

This request for VSIP and VERA, if approved, will be conducted so that no funds or resources other than those appropriated for use in Fiscal Year (FY) 2014 will be used or required.

As mandated by the Office of Management and Budget (OMB) for early-out/buy-out requests, OCSPP's request certifies that the early-out/buy-out will be budget neutral. That is, the early-out/buy-out authority will not result in any increased costs above current or future FY appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

In addition, if all seven employees located at the ECL in Bay St. Louis, MS do not take the VSIP, it will costs approximately \$75,000 per employee equaling \$525,000 to relocate them from the ECL in Bay St. Louis, MS to the ACL in Fort Meade, MD through a direct reassignment. However, the VSIP will negate the expense of relocating 7 employees and will result in a costs savings in FY14.

Direct Costs

Table A – Direct Costs for VSIP/VERA	
Targeted Positions (See details in Attachment 3)	
41 Targeted Positions for VSIP x \$25,000 (maximum cash buy-out)	\$1,025,000
41 Targeted positions for VERA, Optional Retirement, or Resignation (\$48.52 per hr. x 240 annual leave)	\$477,437
Total maximum direct costs	[=SUM(ABOVE)]

Estimated Savings

Table B – Estimated Savings for FY 14 – FY 16			
	FY 14	FY 15	FY 16
Salary for 41 positions (based on GS-13, Step 5 (fully loaded = \$62.34 per hour) (\$129,667)	\$5,316,347	\$5,316,347	\$5,316,347
Working Capital Fund savings (\$6,080 per person x 41)	\$249,280	\$249,280	\$249,280
Minus Direct Costs	(\$1,502,437)	--	--
Minus Salary for 20 new employees for 3 months (\$129,667 / 12 x 3 = \$32,417 per employee)	(\$648,340)	(\$2,593,340)	(\$2,593,340)
Minus Working Capital Fund costs for 20 new employees for 3 months (\$6,080 / 12 x 3 = \$1,520 per employee)	(\$30,400)	(\$121,600)	(\$121,600)
Minus salary for 41 positions for 5 months (\$129,667 / 12 x 5 = \$54,028 per employee)	(\$2,215,148)	--	--
Minus Working Capital Fund savings for 41 positions for 5 months (\$6,080 / 12 x 5 = \$2,533 per employee)	(\$103,853)	--	--
Savings from VSIP in lieu of Relocating 7 employees from ECL to ACL	(\$525,000)	--	--
Total Savings Projected for FY 14	[=SUM(ABOVE)]	[=SUM(above)]	[=SUM(above)]

Indirect Costs

The indirect costs are difficult to estimate since most of these costs are specific to the employee. Indirect costs such as security clearances are based on position and employee, for example, if the employee already has a clearance the costs would be reduced. Transit subsidies are indirect costs are also employee specific and can only be determined after the employee has been recruited and tentatively selected.

V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)

Agency: U.S. Environmental Protection Agency

Covered Component(s): Office of Chemical Safety and Pollution Prevention (OCSP)

VSIP and VERA

1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., layering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.

As explained in previous sections, OCSPP needs to reshape our workforce by eliminating obsolete positions and consolidating skills to correct significant competency gaps and increase efficiencies and effectiveness while reducing and rebalancing our Full-Time Equivalents (FTEs). Continued advancement in automation/IT technologies will foster further streamlining and redefine our work, allowing people to manage workloads more effectively and with greater consistency. In an effort to bring the BEAD Laboratories in line with the FY14 Strategic Plan and Program goals, it is determined that the ECL's primary work on dioxin analysis is no longer a priority for the Pesticide Program and therefore, warrants the realignment of staff and resources by closing the ECL in Bay St. Louis, MS.

Specifically, OCSPP needs to:

- Reduce the number of GS-0303 Miscellaneous Clerk and Assistant, GS-0318 Secretary, GS-0344 Management and Program Clerical Assistant positions. As technology use across the workforce has expanded, many of the activities of the administrative staff in these series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into complex automated systems, i.e., Govtrip, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in these administrative fields and will enable the organization to reduce obsolete skills and consolidate a broader range of functions.
- Reduce and restructure the work of GS-2210 Information Technology (IT) Management (excluding IT security positions) and GS-1412 Technical Information Specialists to achieve staffing reductions and restructure these positions to recruit candidates with new web-based data management skills needed to expand database information sharing tools such as SharePoint and other web-based applications that are planned for future implementation. These recruitments will also focus on hiring staff that meet the Agency's needs for transitioning OCSPP information management systems to be fully integrated with the agency's E-Enterprise business model. This business model enhances electronic reporting of required submissions by simplifying reporting for small businesses, enabling larger businesses to more readily apply data from their own existing environmental management systems and integrating environmental and administrative information from the OCSPP programs to eliminate duplicative data entry by submitter. This business model also includes the use of 21st century technology such as social media and e-enterprise.
- Specifically to achieve staffing reductions in the OCSPP Immediate Office's Regulatory Coordination Staff (RCS), reduce and restructure the work of GS-1412 Technical Information Specialists, GS-1001 Information Liaison Specialists, and GS-1082 Writer/Editors. This reduction will allow the agency to more effectively realign the workforce and functions necessary for the effective and efficient implementation of the electronic signature and processing requirements for the routine and frequent Federal Register documents that are signed at delegated levels within the program offices.

- Restructure the Biological Economic Analysis Division (BEAD) laboratories from four down to two. The Analytical Chemistry Laboratory (ACL), Microarray Research Laboratory (MRL), and the Microbiology Laboratory (ML) are located in Fort Meade, MD and the Environmental Chemistry Laboratory (ECL) is located in Bay St. Louis, MS. We will be closing the ECL by December 30, 2014 and will reassign the staff and work, into the Analytical Chemistry Laboratory located in Fort Meade, MD. However, staff applying for VSIP will have to be separated by April 4, 2014 to remain budget-neutral. The MRL located at Fort Meade, MD will also be closed by December 31, 2013. The MRL was staffed with one employee who retired on October 13, 2013 and the position will not be backfilled. The research conducted in the MRL has been completed. Steps are currently underway to realign the work into the ACL in Fort Meade, MD as well as remove reference from the OPP organizational structure. We will reduce our environmental chemistry positions GS-1320 Chemists at the GS-13 through GS-15 grade levels in the ECL at Bay St. Louis, MS. Through consolidation of the work of this lab with the ACL in Ft. Meade, MD, the number of staff needing to relocate could be reduced by this incentive. Through attrition gained by VSIP (Note: none of the employees located at the ECL are eligible for VERA), the ACL will reassign the work commensurate to the existing graded positions in order to concentrate the assignment of this work into fewer positions. The ACL provides scientific, laboratory, and technical support through chemical analyses of pesticides and related chemicals. Offering VSIP to our ECL in Bay St. Louis will help consolidate the functions of the ACL at the Fort Meade, MD Lab and help negate the effects of directed reassignments and possible involuntary separations for ECL employees that choose not to relocate.

2. Identify the end date for separations under VSIP and VERA.

The time period for the authorities is from the date of approval until May 1, 2014. Voluntary separations will occur prior to April 5, 2014.

Required information for VSIP request

3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.

See Attachment 3, VSIP/VERA shows allocations by grade level and occupational series within OCSPP in Washington, DC, Arlington, Virginia, and Bay St. Louis, Mississippi.

4. Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.

We plan to offer VSIP/VERA to GS-0303 Miscellaneous Clerk and Assistant series at the GS-5 and GS-10 levels in Washington, DC and Arlington, VA.

We plan to offer VSIP/VERA to GS-0318 Secretary series at the GS-9 level in Washington, DC.

We plan to offer VSIP/VERA to GS-0344 Management and Program Clerical at the GS-8 level in Washington, DC.

We plan to offer VSIP/VERA to GS-1001 General Arts and Information at the GS-14 level in Washington, DC and the GS-15 level in Arlington, VA.

We plan to offer VSIP/VERA to GS-1082 Writer Editor at the GS-12 level in Washington, DC and the GS-13 level in Arlington, VA.

We plan to offer VSIP/VERA to GS-1320 Chemists at the GS-13 and GS-15 levels in Bay St. Louis, MS.

We plan to offer VSIP/VERA to GS-1412 Technical Information Specialists at the GS-13 and GS-14 levels in Washington, DC.

We plan to offer VSIP/VERA to GS-2210 Information Technology Management at the GS-13 level in Washington, DC and Arlington, VA, the GS-14 level in Arlington, VA and the GS-15 level in Washington, DC, and Arlington, VA.

5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to \$25,000).

41 VSIPs will be offered, each up to the maximum of \$25,000.

6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.

For the miscellaneous administrative assistant positions (Series 0303, 0318, and 0344), the goal is to recognize the significant changes in technology that have caused decentralization of functions away from the 0303, 0318, and 0344 series during the past decade. The functions have been assumed by the Office's technical and professional staff.

The OCSPP's RCS is restructuring and streamlining the work currently performed by the Information Liaison Specialists, Writer/Editors, and Technical Information Liaison in RCS. The revised process and procedures will rely heavily on new integrated electronic systems that will be implemented before the staff reductions are completed.

For the GS-2210 Information Technology (IT) Management (excluding IT security positions) and GS-1412 Technical Information Specialists we will restructure these positions and recruit candidates with new web-based data management skills needed to expand database information sharing tools such as SharePoint and other web-based applications that are planned for future implementation. These recruitments will also focus on hiring staff that meet the Agency's needs for transitioning OCSPP information management systems to be fully integrated with the agency's E-Enterprise business model. This business model enhances electronic reporting of required submissions by simplifying reporting for small businesses, enabling larger businesses to more readily apply data from their own existing environmental management systems and integrating environmental and administrative information from the OCSPP programs to eliminate duplicative data entry by submitter. This business model also includes the use of 21st century technology such as social media and e-enterprise.

To accommodate the reduction and restructuring of the work of GS-1001 General Arts and Information and GS-1082 Writer/Editor, we will begin implementing the long-term goal of reorganizing the remaining staff to consolidate this function with the Agency's Federal Register Office in the Administrator's Office.

Closing the Environmental Chemistry Laboratory (ECL), Bay St. Louis, MS by December 30, 2014 will require the restructuring of the Biological Economic Analysis Division (BEAD) and realignment of the staff and work, into the Analytical Chemistry Laboratory located in Fort Meade, MD. However, ECL staff applying for VSIP will have to be separated by April 4, 2014. Those ECL staff ineligible for the VSIP and those staff that decide not to voluntarily separate will be directly reassigned to Fort the ACL Laboratory in Fort Meade, MD or may be involuntarily separated for failure to accept a directed reassignment.

7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.

The proposed VSIP/VERA plan will result in minor changes to the OCSPP organization chart as noted in attachments 1 and 2.

8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.

OCSPP has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, based on an attrition rate of approximately 5% and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 41 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skill-sets needed to meet current and future mission needs.

9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.

Not applicable.

Required information for VERA request

10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.

Reshaping will occur after May 2, 2014. The Environmental Chemistry Laboratory will be closing by December 30, 2014 and those ECL staff remaining will be reassigned before that date.

11. Provide the total number of permanent employees in the agency or covered component(s).

OCSPP employs 1,072 permanent employees.

12. Provide the total number of permanent employees in the agency or covered component(s) that are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.

We expect to process at least 68 personnel actions (voluntary separations, reassignments, reclassifications, and internal/external recruitments to implement the reshaping of our workforce, restructure the grade levels of our workforce and reduce the overall number of positions in the region to meet FY 2015 staff levels.

In addition, those ECL staff ineligible for the VSIP or those that decide not to voluntarily separate will be directly reassigned and consolidated with the other staff of the same or similar discipline in the ACL Laboratory or may be involuntarily separated.

13. Provide the total number of employees in the agency or covered component(s) that are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)

OCSPP has 253 employees that are eligible for VERA under the plan.

14. Provide an estimate of the number of employees in the agency or covered component(s) that are expected to take voluntary early retirement.

21 employees are estimated to take voluntary early retirement under the plan. Estimate based on a 50% acceptance by VSIP/VERA eligible employees outlined in Attachment 3.

15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.

- Directed reassignments/Possible involuntary separations
- Reassignments
- Voluntary separations
- Abolish and/or reclassify positions
- Internal and external recruitment

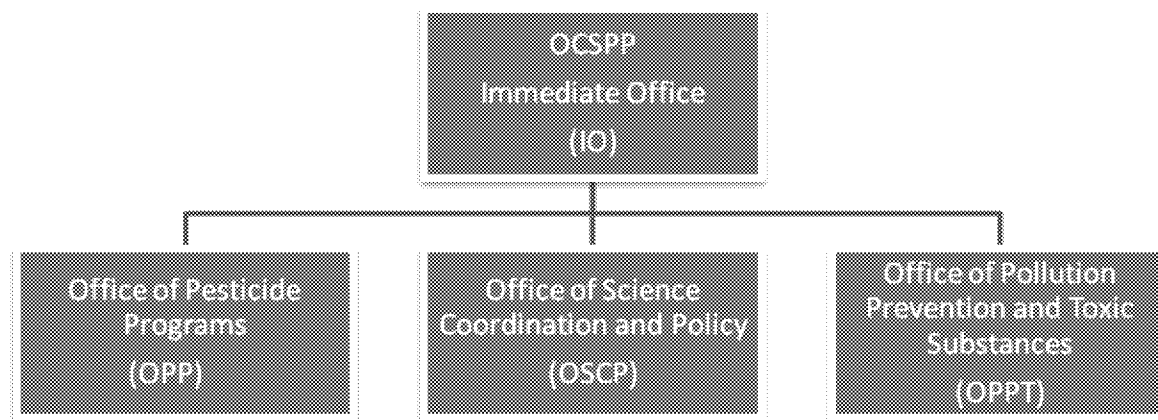
Attachments

Attachment 1 – Current OCSPP Organization Chart

Attachment 2 – New OCSPP Organization Chart

Attachment 3 – Targeted Positions and Maximum Number of VSIPs to be offered to Targeted Positions by Office and Series

Office of Chemical Safety and Pollution Prevention Current Organization Chart

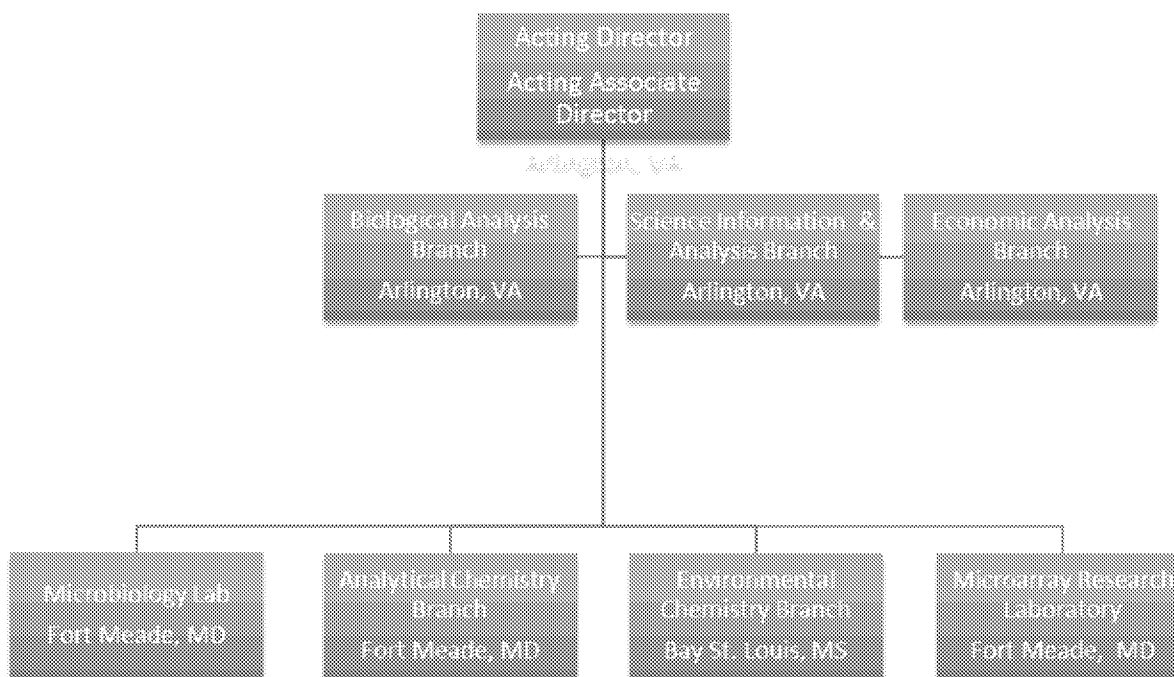


Biological Economic Analysis Division (BEAD)

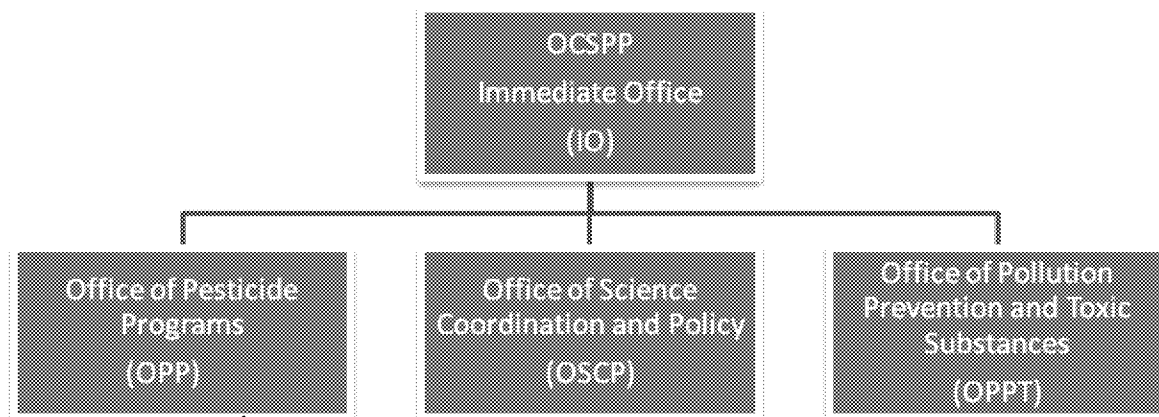
Current Organizational Structure

*Note: BEAD is one of 9 Divisions in OPP

Only BEAD will be affected by this proposal.



Office of Chemical Safety and Pollution Prevention New Organization Chart

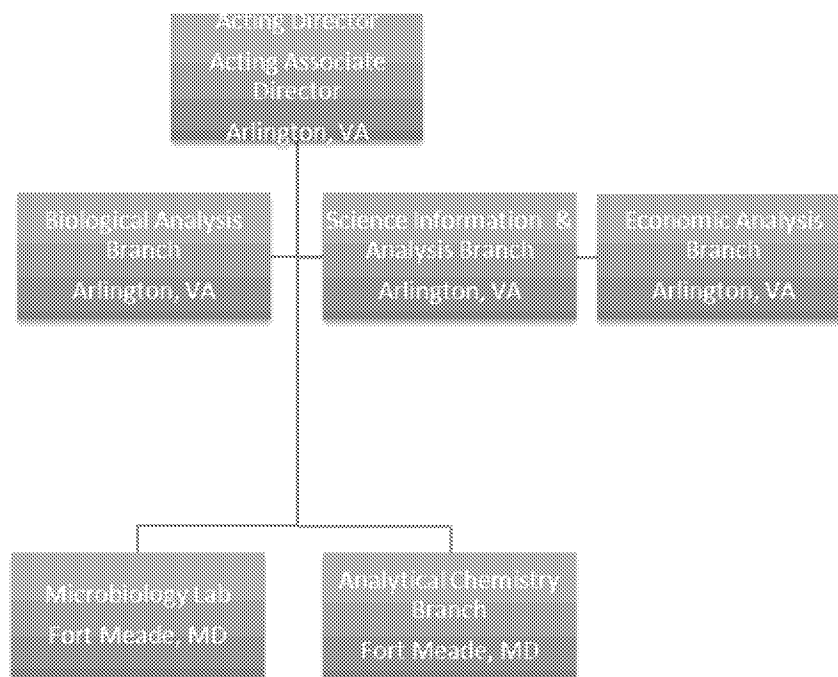


Biological Economic Analysis Division (BEAD)

Proposed Organizational Structure

*Note: BEAD is one of 9 Divisions in OPP

Only BEAD will be affected by this proposal.



Attachment 3: VSIP/VERA allocations by occupational series, grade, and location					
Occupational Series		Grade	Location	Number of positions in targeted Series	Maximum VSIP/VERA to be offered
0303	Miscellaneous Clerk and Assistant	GS-5, GS-10	Washington, DC and Arlington, VA	7	3
0318	Secretary	GS-9	Washington, DC	2	1
0344	Management and Program Clerical Assistant	GS-8	Washington, DC	1	1
1001	General Arts and Information	GS-14, GS-15	Washington, DC and Arlington, VA	5	4
1082	Writer Editor	GS-12, GS-13	Washington, DC and Arlington, VA	5	5
1320	Chemists	GS-13, GS-14, GS-15	Bay St. Louis, MS	7	7
1412	Technical Information Specialist	GS-13 and GS-14	Washington, DC	3	3
2210*	Information Technology Management	GS-13, GS-14 GS-15	Washington, DC and Arlington, VA	37	17
Total				[=SUM(ABOVE)]	[=SUM(ABOVE)]

Total VSIP eligible under plan	519
Total VERA eligible under plan	253
Total voluntary eligible under plan	266
Total offered	up to 41

Note: *(2) Information Technology Management positions are designated as IT Security Officers and are therefore not included in the targeted list.

OCSP

Appropriation	Science and Technology		Environmental Program and Management		Inland Oil Spill Programs		Hazar Subst Super
	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions
Theme							
Delaying (increasing supervisor to staff ratio)							
Consolidate or reduce administrative or support functions			7	5			
Restructure or reduce highly graded supervisory and non-supervisory positions			84	61			
Restructure to focus on core business functions (administrative support)							
Restructure to focus on STEM/programmatic priorities							
Consolidate and streamline functions/activities/reduce number of programs							
Total	0	0	91	66	0	0	0

dous ance fund	Leaking Underground Storage Tanks		Across Multiple Appropriations		Totals		
# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	# of Targeted Positions	# of Max Offers	Max Offers as % of Office Workforce
					0	0	
					7	5	0.50%
					84	61	6.10%
					0	0	
					0	0	
					0	0	
0	0	0	0	0	91	66	

Comments
Series 0303 - 1 in OPPT and 2 in OPP; Series 0301 GS-13 in OPPT (4 slots and will take 2).
OPP - 25 non sup 15s eligible for VERA, and retirement and 3 would be included from the OPP branch consolidation. The :

AO

OAR

OARM

OCFO

OCSPP

OECA

OEI

OGC

OIG

OITA

OLEM

ORD

Theme	AO			OAR			OARM	
	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers
Delaying (increasing supervisor to staff ratio)								
Consolidate or reduce administrative or support functions								
Restructure or reduce highly graded supervisory and non-supervisory positions								
Restructure to focus on core business functions (administrative support)								
Restructure to focus on STEM/programmatic priorities								
Consolidate and streamline functions/activities/reduce number of programs								
Total	0	0		0	0		0	0
Appropriation	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers	Max Offers as % of Office workforce	# of Targeted Positions	# of Max Offers
Science and Technology								
Environmental Program and Management								
Inland Oil Spill Programs								
Hazardous Substance Superfund								
Leaking Underground Storage Tanks								
Inspector General								
Hazardous Waste Electronic Manifest System Fund								
Water Infrastructure Finance and Innovation Fund								
Total								

[illegible]

[illegible]

AO

OARM

OCFO

OCSP

OECA

OEI

OGC

OIG

OITA

OLEM

ORD

OW

Region 2

Region 4

Region 6

Region 8

Region 10

OLEM/OEM VERA/VSIP Business Case for HQ Staff Duty Stationed Outside Washington, DC

Justification

The United States Environmental Protection Agency's (U.S. EPA) Office of Land and Emergency Management (OLEM), Office of Emergency Management (OEM) is reorganizing. The reorganization will improve the overall efficiency of the office through better organizational alignment, establishment of a consistent span of control across all divisions, and consolidation and streamlining of several key functions.

The reorganization will also co-locate subject matter experts with their scientific field assets, which reduces OEM's geographic footprint. Specifically, the Consequence Management Advisory Division (CMAD) is comprised of seventeen (17) headquarters staff that are currently located in seven (7) different geographic locations (duty stations). The reorganization centralizes the division at two fixed locations: Washington, DC and Research Triangle Park, NC. The only exceptions are for positions that are geographically tied to a specific field asset. Those positions will be reassigned to be geographically located with the field asset(s) they support. The proposed effective date of this reorganization is 12/31/2018. There are eleven (11) headquarters positions that will be relocated.

The EPA is requesting Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payments (VSIP) authority to provide voluntary attrition options to: 1) minimize the impact on employees who may not want to relocate; and 2) reduce costs to the Agency (i.e., the Agency doesn't have to pay relocation allowances). The agency requests the use of VERA and VSIP authorities until November 30, 2018. Please see attachments for targeted positions and organization charts.

Additional Information for VERA/VSIP

1. Total number of permanent employees in the covered component(s).

Total = 10 (11 positions are relocating, but only 10 are eligible for VERA/VSIP)

2. Total number of permanent employees in the covered component(s) that are expected to be involuntarily separated or reassigned as a result of the situation described in the business case.

Total = 10

3. Total number of employees in the covered component(s) who are eligible for voluntary early retirement.

Total = 7

4. Estimate of the number of employees in the covered component(s) who are anticipated to take voluntary early retirement.

Total = 5

5. Identify the maximum number of VSIPs to be paid.

Total = 10

Direct Costs

Table A – Estimated Direct Costs for VERA/VSIP for Maximum Number of Offers that Would be Accepted

		Assumptions	FY 2019 Costs
A.	Number of Targeted Positions	10	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances)	10	
C.	Maximum number of offers for VSIP x \$25,000		\$250,000
D.	Annual Leave Pay Out for Maximum number of offers for VERA, Optional Retirement or Resignation (estimate as of 6/27/18)		\$140,751
E.	Total Maximum Direct Costs (C + D)		\$390,751

Savings/Costs

Table B – Estimated Net Payroll Savings for Maximum Number of Offers that Would be Accepted
Payroll savings for separated employees

		Assumptions	FY 2019 Estimate
A.	Number of Targeted Positions (from Table A)	10	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances) (from Table A)	10	
C.	Payroll Savings for maximum # of offers to be accepted (assumes the 10 positions vacant for 9 months in FY19 x salary including 25% benefits)		\$1,446,901
D.	Estimated Direct Costs for VSIP and Annual Leave Payout (from Table A)		\$390,751
E.	Estimated Net Savings in FY 2019 (C - D)		\$1,056,150

Cost Comparison of Relocation vs VERA/VSIP

Total VERA/VSIP Direct Cost: \$390,751

Total Estimated Relocation Cost: \$1,242,389 (Average of \$124,238 per relocation)

Succession Plan

If employees choose to not relocate, and separate from the Agency, the positions will be restructured and permanently filled at the new location. Of the 10 positions being relocated, 5 of the positions can be filled internally (within the Agency), and 5 of the positions will need to be filled with external hires (outside the Agency). External hires are required due to the specialized work operating and maintaining unique national assets such as the Airborne Spectral Photometric Environmental Collection Technology (ASPECT), the Portable High Throughput Integrated Laboratory Identification Systems (PHILIS), and the Biological Analytical Laboratory (ABL) to assist local, national, and international agencies supporting hazardous substance response and Chemical, Biological, Radiological, and Nuclear (CBRN) incidents.

Interview -- Introduction and Questions
Office Resources, Operations and Management
August 30/31, 2017

- The Office of Resources, Operations and Management provides support to OARM offices in all administrative areas. OROM is responsible for all aspects of OARM's budget formulation and implementation of EPA and federal policies and procedures within OARM. This includes a wide variety of administrative, human resource, information technology, and information management policies and guidance.
- As a result of our recent VERA/VSIP offering, OARM is re-structuring the way we deliver HR transactional services to support hiring and workforce management for it's Headquarters offices, which include the Office of Human Resources, the Office of Acquisition Management, the Office of Grants and Debarment, and the Immediate Office of the AA, which includes the Environmental Appeals Board and the Administrative Law Judges. These offices, together with OROM, employ about 520 personnel.
- Within OROM's Administrative Operations and Stewardship Division, we plan to stand up a small staff that will provide HR transactional services to all of OARM's Headquarters offices. That means, initiating electronic transactions for all hiring actions, as well as other routine personnel actions for: details, promotions, reassignments, separations, retirements, and awards, to name a few. Part of this work would include consulting with hiring managers on the development of position descriptions.
- This small group of analysts will also be responsible for generating workforce reports, tracking workflow, conducting special initiatives to address HR-related issues/improvements, workforce management, interacting with the SSC, and customer relations.
- We believe that the staff must possess excellent customer service skills and have experience in using IT systems as a routine part of their work.
- Ultimately, we expect to bring on three individuals to support this function. Initially, we are offering detail opportunities to qualified candidates for up to one year, with the possibility of a reassignment after the detail. The actual duration of the detail assignments will depend on the number of well-qualified candidates we identify through the application and interview process.
- The positions are located at the Federal Triangle Complex, 1200 Pennsylvania Ave, NW, Washington, DC.

QUESTIONS

- 1) Briefly describe your experience providing customer service and your overall approach to customer relations.

- 2) Give an example of how you have used data analysis to address a need or problem in your program or another program you have worked in. What type of software or systems did you use?
- 3) Describe a customer service situation in which you dealt with individuals who were difficult, hostile, or distressed. Who was involved? What specific actions did you take? What was the result?
- 4) Briefly describe your experience with HR operations and EPA's HR-related systems.
- 5) How would your colleagues describe you as a team mate and how do you characterize your work style?
- 6) Where do you see yourself professionally in 5 years?
- 7) Do you have any questions for us?

**U.S. Environmental Protection Agency
Voluntary Early Retirement and
Voluntary Separation Incentive Payments
Authorities
Business Cases and Budget Projections**

OARM Excerpt

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)
- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.
- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.
 - Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
 - Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
 - Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus, the combination of VERA and VSIP provides the greatest likelihood for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 Targeted Positions for VERA, Optional Retirement or Resignation { \$64.86* per hour x 240 x 98 Targeted Positions }	\$ 1,525,507.20
Total Maximum Direct Costs	\$ 3,975,507.20

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$110,695,000	\$110,695,000
B. VERA/ VSIP Payout Cost	\$2,450,000	\$2,450,000
C. Leave Payout Cost	\$1,525,507.20	\$1,525,507.20
D. Post VERA/VSIP Annual Payroll Cost	\$96,485,000	\$96,485,000
E. Payroll for 84 New Hires	\$4,617,900	\$4,617,900
F. Payroll Savings for 98 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,616,592.80	\$5,616,592.80
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852

I. WCF for 84 New Hires	\$690,984	\$690,984
J. WCF Savings for 98 VERA/VSIP Targeted Positions (J = G – H – I)	\$115,164	\$115,164
Projected Savings with VERA/VSIP (F + J)	\$5,501,428.80	\$5,501,428.80

OARM/ORD VERA/VSIP Business Case for Staff Duty Stationed in Las Vegas, NV

Justification

The U.S. Environmental Protection Agency is consolidating some functions and services into government-owned space. The agency currently leases space in Las Vegas, Nevada (on and near the University of Nevada, Las Vegas) that houses the following offices and staff:

- *Office of Administration and Resources Management*
Las Vegas HR Shared Service Center
- *Office of Research and Development*
National Exposure Research Laboratory
Office of Administrative and Research Support
Office of Scientific Information Management
National Homeland Security Research Center

As a result of the space consolidation efforts, the agency will vacate leased space on or near UNLV by September 30, 2018. All impacted personnel at the Las Vegas locations identified above will receive management-directed reassignments to EPA-owned space in locations outside the local commuting area (i.e., geographic relocation). OARM's organizational structure will change as a result of the Las Vegas SSC's closure and some of the impacted personnel will perform different functions at their new duty stations. The Las Vegas site closure will not impact ORD's organizational structure and all impacted personnel will continue performing their current functions at their new duty stations.

All OARM staff in Las Vegas will be reassigned to HR offices in the following locations: Cincinnati, Ohio; Research Triangle Park, North Carolina; and EPA Headquarters, Office of Human Resources, Washington DC.

All ORD staff in Las Vegas will be reassigned to:

1. Laboratories in Cincinnati, Ohio; Athens, Georgia; or Research Triangle Park, North Carolina;
or
2. Other ORD locations.

The EPA is requesting Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments authority to provide voluntary attrition options to: 1) minimize the impact on employees who may not want to relocate; and 2) potentially reduce costs to the agency (i.e., the agency doesn't have to pay relocation allowances). This consolidation effort is part of EPA's overall efforts to reduce the footprint of federal facilities as specified in the Federal Assets Sale and Transfer Act of 2016. The agency requests the use of VERA and VSIP authorities until August 31, 2018. Please see attachments for targeted positions and organization charts.

Additional Information for VERA/VSIP

1. Total number of permanent employees in the covered component(s).

OARM: 17

ORD: 32

Total = 49

2. Total number of permanent employees in the covered component(s) that are expected to be involuntarily separated or reassigned as a result of the situation described in the business case.

OARM: 17

ORD: 32

Total = 49

3. Total number of employees in the covered component(s) who are eligible for voluntary early retirement.

OARM: 5

ORD: 6

Total = 11

4. Estimate of the number of employees in the covered component(s) who are expected to take voluntary early retirement.

OARM: 5

ORD: 3

Total = 8

5. Identify the maximum number of VSIPs to be paid.

OARM: 17

ORD: 32

Total = 49

Costs

Direct Costs

Table A – Estimated Direct Costs for VERA/VSIP for Maximum Number of Offers that Would be Accepted

		Assumptions	FY 2018 Costs
A.	Number of Targeted Positions	49	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances)	49	
C.	Maximum number of offers for VSIP x \$25,000		\$1,225,000
D.	Annual Leave Pay Out for Maximum number of offers for VERA, Optional Retirement or Resignation (Estimate as of 3/3/18)		\$504,827
E.	Total Maximum Direct Costs (C + D)		\$1,729,827

Savings/Costs

Table B – Estimated Net Payroll Savings for Maximum Number of Offers that Would be Accepted

		Assumptions	FY 2018 Estimate	FY 2019 Estimate
	Payroll savings for separated employees			
A	Number of Targeted Positions (from Table A)	49		
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances) (from Table A)	49		
C.	Payroll Savings for maximum # of offers to be accepted (assumes 49 positions vacant for 3 months in FY18 x salary including 25% benefits)		\$1,681,969	Assumes all costs and all savings will occur in FY 2018
D.	Estimated Direct Costs for VSIP and Annual Leave Payout		\$1,729,827	
E.	Estimated Net Cost/Savings in FY 2018 (C - D)		-\$47,858	

Cost comparison of all employees accepting V/V versus all Relocating

	Net costs of VERA/VSIP if all 49 employees accept V/V		\$47,858	
	Costs if all 49 employees relocated instead of accepting the V/V— assumes an average of \$140,000 per move		\$6,860,000	
	Savings if all 49 employees accepted V/V instead of relocating		\$6,812,142	

OARM/ORD VERA/VSIP Business Case for Staff Duty Stationed in Las Vegas, NV

Justification

The U.S. Environmental Protection Agency is consolidating some functions and services into government-owned space. The agency currently leases space in Las Vegas, Nevada (on and near the University of Nevada, Las Vegas) that houses the following offices and staff:

- *Office of Administration and Resources Management*
Las Vegas HR Shared Service Center
- *Office of Research and Development*
National Exposure Research Laboratory
Office of Administrative and Research Support
Office of Scientific Information Management
National Homeland Security Research Center

As a result of the space consolidation efforts, the agency will vacate leased space on or near UNLV by September 30, 2018. All impacted personnel at the Las Vegas locations identified above will receive management directed reassignments to EPA-owned space in locations outside the local commuting area (i.e., geographic relocation). OARM's organizational structure will change as a result of the Las Vegas SSC's closure. The Las Vegas site closure will not impact ORD's organizational structure. All impacted personnel will continue performing their current functions or other series and grade-appropriate work at their new duty stations.

All OARM staff in Las Vegas will be reassigned to HR offices in the following locations: Cincinnati, Ohio; Research Triangle Park, North Carolina; and EPA Headquarters, Office of Human Resources, Washington DC.

All ORD staff in Las Vegas will be reassigned to:

1. Laboratories in Cincinnati, Ohio, Athens, Georgia, or Research Triangle Park, North Carolina; or
2. Other ORD locations based on the needs of the organization.

EPA is requesting VERA and VSIP authorities to provide voluntary attrition options to: 1) minimize the impact on employees who may not want to relocate; and 2) reduce costs to the agency (i.e., the agency doesn't have to pay relocation allowances or full severance if employees are separated for declining a geographic relocation). This consolidation effort is part of EPA's overall efforts to reduce the footprint of federal facilities as specified in the Federal Assets Sale and Transfer Act of 2016. Please see attachments for targeted positions, organization charts and budget information.

Additional Information for VERA/VSIP

1. Total number of permanent employees in the covered component(s).

OARM: 17

ORD: 33

Total = 50

2. Total number of permanent employees in the covered component(s) that are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation described in the business case.

OARM: 17
ORD: 33
Total = 50

3. Total number of employees in the covered component(s) who are eligible for voluntary early retirement.

OARM: 5
ORD: 5
Total = 10

Commented [HL1]: Initial estimate by CI was 2, which doesn't match with the response to question 4. I assume "2" was the number of optional retirement eligible.

4. Estimate of the number of employees in the covered component(s) who are expected to take voluntary early retirement.

OARM: 5
ORD: 3
Total = 8

5. Identify the maximum number of VSIPs to be paid.

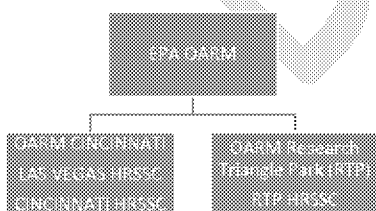
OARM: 17
ORD: 33
Total = 50

6. Current and proposed organizational chart showing the expected changes to the organization's structure after completing the VSIP plan.

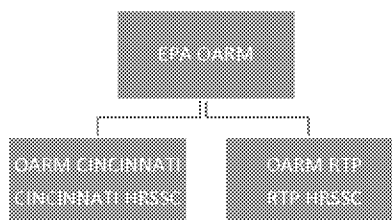
Commented [HL2]: ORD: Even though ORD isn't changing, the current org chart should be included. OARM: we may need a more detailed chart that captures the larger organization.

OARM

Current Organizational Structure



Proposed Organizational Structure



The Honorable Tom Carper
Ranking Member
Committee on Environment
and Public Works
United States Senate
Washington, D.C. 20510

Dear Senator Carper:

Thank you for your letter of September 14, 2017, to the U.S. Environmental Protection Agency (EPA) about our workforce. In your letter, you asked a variety of specific questions about EPA reorganizations, full-time employee (FTE) ceilings and staffing levels, the recent buyout and early-out program as authorized under the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP) authorities, and plans for further workforce reductions. The Administrator asked that I respond on his behalf.

The EPA has initiated a small number of reorganizations since January 20, 2017, none of which were initiated to reduce the agency's workforce. Two reorganizations were made effective on January 22, 2017:

- The agency's regional office in Boston consolidated two branches within their Office of Ecosystem Protection into one branch.
- The Office of Administration and Resources Management's Office of Grants and Debarment consolidated two grants branches into one and reduced the number of grants teams from four to three.

From January 22, 2017 through April 12, 2017, all reorganizations were halted due to the hiring freeze issued by President Trump, with one exception:

- On February 5, 2017, the Office of Administration and Resources Management's Information Resources Management Division, in Research Triangle Park, N.C., converted two existing teams into branches. ~~No employees were moved as a result.~~

Reorganizations were again frozen from June 7, 2017 through September 2, 2017, due to the ongoing buyout and early-out effort. During the brief window from April 12, 2017 to June 7, 2017, when reorganizations were processed, three reorganizations were completed:

- Two new branches were created within the Office of Chemical Safety and Pollution Prevention to meet the increasing demand for the monitoring of bio pesticide ingredients, and risk assessment functions were centralized into one branch.

- The Office of Research and Development's National Risk Management Research Laboratory consolidated divisions and branches, reducing its number of supervisory positions.
- The Office of Water's Office of Wetlands, Oceans and Watersheds was consolidated from three to two divisions. This negated the need to backfill for a retiring Senior Executive Service Division Director.

The EPA has not initiated any reorganizations focused on programmatic changes since it submitted its Fiscal Year FY 2018 budget in late May 2017. However, the EPA briefed House and Senate Appropriations Committee staff on November 15, 2017, regarding three other potential reorganizations, and conducted a follow-up briefing with Senate Appropriations and Senate Environment and Public Works Committee staff on November 29, 2017. One of the reorganizations affects the Administrator's Office (AO) and the Office of Enforcement and Compliance Assistance (OECA) by moving OECA's Office of Environmental Justice and National Environmental Policy Act functions to the AO's Office of Policy. Another reorganization moves the Freedom of Information Act function from the Office of Environmental Information (OEI) to the Office of General Counsel. These two potential reorganizations are currently under formal internal agency review. Also, a third potential reorganization would merge remaining components of OEI with the Office of Administration and Resources Management; it is under development but not yet in the formal review process. As with the reorganizations that have taken effect, none ~~None~~ of these proposed reorganizations were initiated to reduce the agency's workforce.

Enclosed are the agency's FTE ceilings, current workforce levels, departures, and new hires information. As of October 1, 2017, the EPA had 14,285 employees onboard, which is well under the EPA's FTE ceiling of 15,408. Between January 23, 2017 and October 1, 2017, the agency hired 130 new employees and 860 employees separated. Of the 860 employees who separated, 376 of them accepted a voluntary buyout or early-out offer. Also enclosed are the FTE ceilings and employee separations by program office and regional office.

As noted, there have been media reports about the EPA's recent voluntary buyout and early-out offer. The actual number of departures as a result of this offer was much smaller than the maximum number of offers, which follows historical patterns. Generally, in past buyout and early-out efforts, actual departures were approximately one third of the maximum number of offers made available. In our most recent buyout and early-out round, a total of 376 employees separated from the agency, which represents approximately 31% of the 1,226 maximum offers made available. These departures occurred across all 22 regional and program offices. This result is similar to that of two earlier voluntary buyout and early-out rounds the EPA undertook in 2014 and 2015, when 682 employees accepted offers and separated from the agency. These departures occurred across all 22 regional and program offices. Enclosed is a chart that identifies the number of employees who separated by office.

Commented [HL1]: This sentence was moved to better reflect accuracy. The 2017 V/V occurred across 22 regions and program offices. The 2014 and 2015 rounds did not.

The agency's 2017 business case for requesting to use the VERA and VSIP authorities for the buyout and early-out program from the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) focused on improving overall efficiency and effectiveness of agency operations. The agency did not conduct an environmental and public health impact

analysis. Rather, tThe business case included the following general themes: layering to increase our staff to supervisor ratio; consolidating and reducing administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions; restructuring to focus on science, technology, engineering and mathematics (STEM)/programmatic priorities; and consolidating and streamlining functions, activities, and/or reducing the number of our current programs.

The agency's workforce management efforts support our core mission of protecting human health and the environment. As illustrated in the enclosure, the agency analyzed historically rising payroll costs and increasing payroll costs as a percentage of the agency's budget, despite FTE reductions, in making the decision to reduce the EPA workforce. Managing agency payroll costs effectively minimizes the impact on non-payroll resources available to protect human health and the environment. These efforts are consistent with the agency's FY 2018 President's Budget request as well as the draft FY 2018-2022 Strategic Plan, EPA's Draft Agency Reform Plan, and Draft Workforce Reduction Plan, which included using VERA/VSIP authority as necessary. The enclosed draft strategic plan was released for public comment on October 5, 2017. The draft reform plan which contains the draft workforce reduction plan is pre-decisional and deliberative and will be released with the agency's FY 2019 President's Budget Request.

Again, thank you for your letter. If you have further questions, please contact me or your staff may contact Kristien Knapp in the EPA's Office of Congressional and Intergovernmental Relations at (202) 564-3277 or Knapp.Kristien@epa.gov.

Sincerely,

Donna J. Vizian
Principal Deputy Assistant Administrator

Enclosures

Final Buyout and Early-Out Separations by Regional and Program Office in Fiscal Year 2017

AA Ship/Region	Total	Accepted	Withdrew	Not Eligible	Declined	Separated*
AO	14	11		1	2	11
OAR	4	3			1	3
OARM	31	25			6	25
OCFO	17	15			2	15
OCSPP	15	10		2	3	10
OECA	48	39	1		8	39
OEI	17	16			1	16
OGC	2	2				2
OITA	3	2			1	2
OLEM	20	15	1		4	15
ORD	32	29	1		2	29
OW	24	18	1		5	18
Region 1	27	20			7	20
Region 10	7	5			2	5
Region 2	9	7		1	1	7
Region 3	59	41	6	1	11	41
Region 4	28	19	1	4	4	19
Region 5	32	28	1		3	28
Region 6	39	29	3	1	6	29
Region 7	33	29			4	29
Region 8	4	2		2		2
Region 9	15	11	1		2	11
Total	480	376	16	12	75	376

EPA Employees On Board as of October 1, 2017¹	
Program/Regional Office	Employees
Office of the Administrator	355
Office of Enforcement and Compliance Assurance	671
Office of General Counsel	229
Office of International and Tribal Affairs	72
Office of the Chief Financial Officer	293
Office of Environmental Information	319
Office of Administration and Resources Management	659
Office of Water	556
Office of Land and Emergency Management	480
Office of Air and Radiation	1113
Office of Chemical Safety and Pollution Prevention	987
Office of Research and Development	1616
Region 1	530
Region 2	764
Region 3	781
Region 4	887
Region 5	1029
Region 6	711
Region 7	475
Region 8	512
Region 9	715
Region 10	531
EPA	14285

¹ This table does not include Experts, Consultants, and Advisory Committee members (Pay Plan codes: ED, EF, and EH). These intermittent employees total 613. The number of employees on board in the Office of Inspector General totals 269.

VERA/VSIP Business Case
as of 05-07-2017 to 30-2017

Region or Program Office: Office of the Chief Financial Officer (OCFO)

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position (303 series).
- Reduce the number of financial technician positions (503 series).
- Reduce the number of secretary positions (318 series) within OCFO's Office of the Controller (OC).
- Reduce the number of management analyst positions (343 series) within OC.

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions (501 series).
- Reduce the number of accountant positions (510 series).

This could result in up to 27 potential departures. ~~VAC~~ vacated clerk, secretary, and financial technician positions will be ~~abolished or restructured~~. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

Commented [LH1]: Recommended change to align with the fourth sentence, same paragraph.

Commented [SR2R1]: Removed "or restructured" and left "abolished," which is consistent with the numbers on our spreadsheet for clerks, secretaries, and financial technicians. 4th sentence on decisions re: management analysts, accountants, and financial specialists still applies.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by ~~backfilling~~ hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership

Commented [LH3]: "Backfilling" is a trigger word for OPM. The positions will be restructured prior to hiring.

will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement and nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered as follows:

SERIES/TITLE	GEOGRAPHIC LOCATIONS*	TARGETED POSITIONS	VSIP OFFERS	% of TARGETED POSITIONS
GS-0303, Clerk	WDC	1	1	0.606%
GS-0503, Financial Technicians	LVNV; WDC	2	1	0.606%
GS-0318, Secretaries	LVNV; WDC	3	2	1.212%
GS-0343, Program/Management Analysts	DNC; LVNV; NOH; WDC	18	3	1.818%
GS-0501, Financial Specialists	DNC; LVNV; NOH; WDC	67	9	5.455%
GS-0510, Accountants	DNC; LVNV; NOH; WDC	69	11	6.667%
TOTAL		160	27	16.364%

* Durham, NC (DNC); Las Vegas, NV (LVNV); Norwood, OH (NOH); Washington, DC (WDC)

More information can be found on the attached Excel spreadsheet with targeted position.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one employee in an occupational series that OCFO no longer needs may be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or Federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
27 VERA/VSIP Offers x \$25,000	\$ 675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$ 321,797
Total Maximum Direct Costs	\$ 996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate ¹	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$43,281,345	\$43,281,345
B. VERA/ VSIP Payout Cost ²	\$675,000	\$0
C. Leave Payout Cost ²	\$321,797	\$0
D. Post VERA/VSIP Annual Payroll Cost ²	\$39,913,078	\$39,913,078
E. Payroll for 7 New Hires	\$725,473	\$725,473
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,645,997	\$264,2794
G. Pre-VERA/VSIP Annual WCF Cost ³	\$2,163,000	\$2,163,000
H. Post VERA/VSIP Annual WCF Cost	\$1,974,000	\$1,974,000
I. WCF for # New Hires	\$49,000	\$49,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$140,000	\$140,000
Projected Savings with VERA/VSIP (F + J)	\$178,5997	\$2,782,794

¹Based on FY 2017 projected payroll

²Calculations are based on a GS-12 Step 10 (for 2017 in Washington DC), the average cost of the targeted pool. Eligible employees are located in Washington, RTP, Cincinnati, and Las Vegas. The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

³Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,000 per position. Savings for 27 positions for one year is \$7,000 x 27 positions = \$189,000.

VERA/VSIP VACANCY – JUSTIFICATION TO FILL

Program/Region: R2, Clean Water Division, Watershed Management Branch

FPPS #: 16 2509263

Title/Series/Grade of Position Submitted: Environmental Protection Assistant, GS-0029-07

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): N/A

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In accordance with your VERA/VSIP business plan, R2 will: Consolidate or Reduce Administrative or Support Functions.

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The position that is the subject of this justification would be filled via a merit promotion announcement open only to current Region 2 employees. The candidate pool would be our dwindling number of GS-6 office assistants and our GS-7 branch secretaries. Filling this position from this internal pool would not increase Region 2's administrative support cadre and is therefore not in conflict with the business plan.

Note – The FTE in question was encumbered until a few years ago by a GS-318-7 branch secretary. The secretary accepted a VSIP offer during the previous window, and the position has been vacant since. The current WTTS/FPPS action is the result of a restructuring of the position that took the form of changing the occupational series and assigning the position a significant programmatic support workload. The net effect of replacing a secretarial position with an environmental protection assistant position is a lessening of resources devoted to *administrative* support.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

- Supervisory to non-supervisory
- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

VERA/VSIP VACANCY – JUSTIFICATION TO FILL

Program/Region: R2, Office of Policy and Management, Information Resources Management Branch, Technology Infrastructure Section

FPPS #: 16 2078798

Title/Series/Grade of Position Submitted: Information Technology Specialist (NETWORK), GS-2210-14

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): N/A

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In accordance with your VERA/VSIP business plan, R2 will: Restructure or reduce highly-graded supervisory or non-supervisory positions

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The business plan that Region 2 submitted to OHR was not nearly as broad as the line highlighted in yellow conveys. With respect to highly-graded positions, it included a targeted reduction with respect to 1) GS-15 attorney positions, 2) our sole congressional and intergovernmental relations specialist position, and 3) one specific GS-14 EPS position, as well as 4) a limited number of GS-13 positions in specific branches within two of our program divisions. Positions in our Information Resources Management Branch such as the one that is the subject of this justification request, were not within the scope of our business case.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

- Supervisory to non-supervisory
- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

VERA/VSIP VACANCY – JUSTIFICATION TO FILL

Program/Region: R2, Office of Regional Counsel, New York/Caribbean Superfund Branch

FPPS #: 17 1590312

Title/Series/Grade of Position Submitted: General Attorney, GS-0905-15

Title/Series/Grade of Incumbent who vacated a position under VERA/VSIP (If applicable): N/A

The SSCs have been asked to question and elevate anything that could impact the agency keeping the VERA/VSIP commitments. In order for us to keep this mandate, please provide the following information. In accordance with your VERA/VSIP business plan, R2 will: Restructure or reduce highly-graded supervisory or non-supervisory positions

Provide below a brief justification to show how the position submitted above is in keeping with the business plan. Thank you.

The business plan that Region 2 submitted to OHR was not nearly as broad as the line highlighted in yellow conveys. We did, however, target GS-15 staff attorneys with a view to making up to two offers. We committed that any backfills of those positions take place at or near the entry level with full-performance level being GS-14. The position that is the subject of this justification is not a backfill of either of those positions. It is an accretion of duties promotion resulting from an employee request for a position review. That request took the form of a 27-page memo submitted by the employee on November 7, 2016, many months before planning for VERA/VSIP commenced. Our Regional Counsel signed the PD coversheet in January of 2017, a full half year before employees were invited to apply under VERA/VSIP. OECA's Principal Deputy Assistant Administrator, Larry Starfield, signed items 9.e. and 10.i. of the coversheet on August 22nd. Mr. Starfield's signature in item 10.i. was in his capacity as position classifier. (The authority to classify attorney positions above the GS-14 full performance level rests exclusively with OECA and OGC.) Mr. Starfield's signature reflects a determination on his part that the incumbent has been and is functioning in what has evolved into a GS-15 position. The outcome of the review has been communicated to the incumbent. We are obligated to compensate the incumbent at the grade level that is commensurate with the position she holds.

The Office of Personnel Mgmt and the Office of the Inspector General define restructuring of a position as:

- Supervisory to non-supervisory
- Different series
- Same series, lower grade and FPL
- Same series, same grade (or FPL) but position has been restructured (i.e., significant change in duties). Significant change in duties to be described as a combination of new duties (25% or more) and new quals/specialized experience.

Region 2's VERA/VSIP Business Case Narrative

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY (NYC) duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency.

Consolidate and streamline functions/activities/reduce number of programs: One offer will be extended to a GS-819-13 in CWD/DWMIB/SRFS who specializes in construction grants, as that program is being phased out across the agency. One offer will be extended to a GS-401-13 aquatic biologist in CWD/CWRB/NS who specializes in CWA 301(h), 403(c), and 316(a&b) as much of that work has migrated to CEPD, situated in Puerto Rico. Four offers will be extended to the group of seven GS-12s and 13s, in multiple series and with multiple titles, in DECA/WCB whose work focuses on the Underground Injection Control program. That program has achieved efficiencies by extending permit terms to ten years, effectively targeting inspections, and developing expedited penalty actions. The group of seven UIC employees are identified by name in the comments column of the targeted positions template. The positions described in this paragraph all have a duty station of NYC. To the extent that offers are accepted, the positions will be restructured to support functions/activities within CWD and DECA other than construction grants, CWA 301(h)/403(c)/316(a&b), or UIC. This will entail a far greater than 25% change in responsibilities and may also involve changes in series and full-performance levels.

Restructure or reduce highly-graded supervisory or non-supervisory positions: One offer will be extended to the sole GS-028-14 in CASD/APB. One offer per branch will be extended to the GS-13s across occupational series in CASD/APB, CASD/SMPB, DESA/HWSB, DESA/Lab, and DESA/MAB. A majority of the positions in these branches are at the GS-13 level; we seek to establish a more balanced grade/experience distribution. The grade-controlling responsibilities of those who separate will be distributed among other GS-13s in the respective branches. At such point as external hiring becomes feasible, we will use the vacated FTEs to recruit at the entry level for full-performance level GS-12 positions. Two offers will be extended to the 14 attorneys throughout ORC who hold GS-15 positions titled General Attorney or Attorney-Adviser. The target pool does not include GS-905-15s who are supervisors or team leaders. Subject to ability to hire externally, we will use the vacated FTEs to recruit at or near the entry level for full-performance level GS-14 positions. As with the positions described earlier in this paragraph, this will result in a more balanced and efficient grade distribution as well as the introduction of fresh perspectives. An offer will be extended to the sole GS-301-13 congressional and intergovernmental relations specialist in PAD. If that position is vacated and we are able to utilize the FTE, we intend to hire at the entry level for a full-performance level GS-1035-12 public affairs specialist (the predominant occupation in PAD, and one that affords greater assignment flexibility). The duty station of the CASD, ORC, and PAD positions is NYC. The duty station of the DESA positions is Edison, NJ.

Consolidate or Reduce Administrative or Support Functions: Offers will be extended to all five of the paralegal specialists in ORC; their duty station is NYC. The need for paralegal support has diminished, as there is now more emphasis on document production and file management

and less on legal research. An offer will be extended to ORC's sole GS-963-9 legal instruments examiner, the duty station for which is NYC. That position functions as regional hearing clerk; increased centralization in DC of these responsibilities, coupled with a move to electronic filing, diminishes the need for this position. In CASD/RIAB, an offer will be extended to the GS-318-7 branch secretary, the duty station for which is NYC; the size of the branch has diminished considerably and it no longer requires its own secretary. Offers will be extended to all seven of the GS-303-6 office assistants with a NYC duty station. All of these positions are situated in branches with a GS-318-7 secretary; the administrative support workload is not such that two individuals in a branch are required. This is especially the case now that travel coordination and processing for the region has been centralized in finance. In CASD/HWPB, an offer will be extended to the region's sole GS-326-4 office automation clerk; this is a part-time position with a NYC duty station. The office automation clerk is situated in a branch with a GS-6 office assistant (who is also being extended an offer, as described above) and a GS-7 secretary.

R2 has a total of 783 non-temporary employees. Of these, 219 will, as of 9/30/17, be eligible for early retirement according to a spreadsheet provided to us by the RTP HR Shared Service Center. This number does not include the 200 who are already eligible for regular retirement. Since quite a large portion of R2's workforce (over 28%) is eligible for VERA but not regular retirement, it is important that we offer VERA rather than VSIP alone. Our estimate of the number of employees expected to take early retirement is eight to 10. This assumes that 1) a majority but not all of our slots will be taken; and 2) employees eligible for regular retirement will have service computation dates that have the effect of precluding some offers to less senior VERA-eligible applicants. Region 2 intends for employees in targeted positions to be included in the offer pool regardless of whether they are eligible for VSIP and regular retirement, VERA/VSIP, or VSIP only. The maximum number of VSIPs to be offered is 30; the maximum amount per VSIP is \$25,000.

Twenty-seven of our offers would be for NYC positions; three would be for Edison, NJ positions; none would be for positions in R2's remaining duty stations. One hundred and five employees are holding positions targeted to receive offers; 72 in NYC and 33 in Edison, NJ. We are opting not to identify any positions in the offer pool as "safe."

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others backfilled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

**The Office of Land and Emergency Management's Proposal for
Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments**

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency's (EPA) Office of Land and Emergency Management (OLEM) is requesting approval authority through September 30, 2017 for the use of Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payments (VSIP).

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create backfill opportunities for recruiting at lower grade levels for alignment with the Agency's highest priorities;
- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM's currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. At the employee's discretion, the estimated number of OLEM employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the Agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act (RCRA), the Office of Resource Conservation and Recovery (ORCR) is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA Regional Offices and State Programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

- (1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action (CA) programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving effective oversight can be achieved with fewer personnel resources.

- (2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due to the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization.

Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision (RODs), and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

VERA/VSIP Business Case Checklist

Region or Program Office: Office of Chemical Safety and Pollution Prevention (OCSPP)

OCSPP is requesting approval authority for the use of Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA) together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded Full-Time Equivalents (FTEs). OCSPP plans to offer both VSIP/VERA together and will not offer VSIP only except for series GS-0303.

Positions to Eliminate

- Reduce the number of GS-0303 Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (OPPT) (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs (OPP) in Arlington, VA (GS-7, GS-8). All offers would be accepted.

Positions to be Restructured

- Reduce and restructure the work of non-supervisory GS-0301-13 Miscellaneous Administration and Program Series positions in the OCSPP IO (org. M0000000) to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology, and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO (org. M0000000) has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of GS-0301 Miscellaneous Administration and Program Series positions in OPPT's Information Management Division (IMD). The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade, and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.

OCSPP Office	Number of Offers Accepted	Series Included	Location
IO	3	1035, 0301, 0343, 0905, 0501	Washington, DC
OSCP	3	0343, 1320, 0415	Washington, DC
OPP	15	0301, 0343, 0401, 0028, 1001, 1320, 1301, 0601	All in Arlington, VA except 1 0028 in Chicago, IL and 1 0401 in Ft. Meade, MD
OPPT	22	0301, 0819, 0415, 0028, 0110, 0905, 1320	Washington, DC
Total	43	--	--

- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and reduce supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit, and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is 0401 Interdisciplinary. Up to 15 positions would be accepted in OPP *from this group and the OPP non-supervisory GS-15s combined* (OPP current and future organization chart attached).

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$1,250,000 (50 x \$25,000)
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$797,880 (\$66.49 x 240 x 50)
Total Maximum Direct Costs	\$ 2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$154,647,000	
B. VERA/ VSIP Payout Cost	\$1,250,000	
C. Leave Payout Cost	\$797,880	
D. Post VERA/VSIP Annual Payroll Cost	\$147,732,050	
E. Payroll for # New Hires	\$2,765,980	
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,101,090	
G. Pre-VERA/VSIP Annual WCF Cost	\$8,703,000	
H. Post VERA/VSIP Annual WCF Cost	\$8,354,100	
I. WCF for # New Hires	\$139,560	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$209,340	
Projected Savings with VERA/VSIP (F + J)	\$2,310,430	

A. EPM and S&T payroll (EPM and S&T payroll).

B. \$25,000 x 50

C. Average hourly for GS-13/5 x 240 hours x 50 staff (\$66.49 x 240 x 50)

D. Anticipates all 50 staff (max offers) taking VERA/VSIP. Payroll in line A less fully loaded GS-13/5 (\$138,299 x 50).

E. Assumes hiring of 20 new staff at yearly salary of \$138,299 per employee.

F. See calculation formula above.

G. From BAS 2016 Enacted

H. Anticipates all 50 staff (max offers) taking VERA/VSIP.

I. Assumes hiring of 20 new staff at yearly WCF cost of \$6,978 per employee.

J. See calculation formula above.

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

VERA/VSIP Business Case Summary: REGION 1

Region 1 is requesting approval authority for the use of Voluntary Early Retirement Authority (VERA/Early-Out) and Voluntary Separation Incentive Payments (VSIP/Buy-Out), to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the Region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the Region to take an early retirement is seven.

Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location. Table 1 reflects the number of offers limited to each Office, Branch, Section or Unit, and eligible Occupational Titles, Series and Grade levels.

Table 1. Administrative and Support, Maximum of 5 VERA/VSIP Offers			
# VERA VSIP Offers	Limited to Division	Limited to Branch/Section/Unit	Occupational Title(s), Series and Grade All Positions Non-Supervisory, Unless Otherwise Stated.
1	ORA	Office of Public Affairs	Information Specialist, GS-0304-07
1	OSRR	All OSRR	Management and Program Clerical Assistance, GS-0344-08; Administrative Support Assistant GS-0303-7/8; and Environmental Protection Assistant, GS-0029-07/08
1	OEP	All OEP	Environmental Protection Assistant, GS-0029-08
1	OARM	Comptroller's Office	Accounting Technician, GS-0525-09
1	OARM	Customer Service and Facilities	Miscellaneous Clerk and Assistant, GS-0303-04

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the Region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the Region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the Region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location. Table 2 reflects the number of offers limited to each Office, Branch, Section or Unit, and eligible Occupational Titles, Series and Grade levels.

Table 2. Reduce and Restructure Highly Graded Positions, Maximum of 12 VERA/VSIP Offers			
# V/V Offers	Limited to Division	Limited to Branch/Section/Unit	Occupational Title(s), Series and Grade All Positions Non-Supervisory, Unless Otherwise Stated.
1	OEME	N/A	Chemist, GS-1320-13
1	OEME	N/A	Physical Environmental Scientist, GS-1301-13
1	OEME	N/A	Physical Environmental Scientist, GS-1301-15
1	ORA	Office of Regional Administrator	Physical Scientist, GS-1301-15
1	OSRR	Technical and Enforcement Support Section	General Investigation, GS-1810-13
1	OEP	N/A	<i>Supervisory</i> Environmental Protection Specialist, GS-0028-14
1	OEP	Water Permits Branch	Environmental Protection Specialist, GS-0028-12
2	OARM	Information Technology, all Sections	Information Technology Specialist, (excludes Security) GS-2210-14
1	OARM	Information Technology, all Sections	Information Technology Specialist (excludes Security), GS-2210-13
1	ORC	N/A	Environmental Protection Specialist, GS-0028-14
1	ORA	Office of Civil Rights and Urban Affairs	Attorney, GS-0905-15

Restructure Positions to Focus on Core Business Functions and Technical and Programmatic Priorities: Region 1 plans to restructure some technical, scientific, and programmatic positions, to better align with current programmatic priorities. For our technical positions, shifts in priorities often require a different skill set or expertise, which are better suited under a different classification of job series and/or grade level. This is applicable to our technical, policy, and/or experts in our wetlands, air, grants management programs, as well as some of our positions in remediation and restoration. Region 1 plans to restructure two Remedial Project Manager (RPMs) positions to reflect the national standard of classification, as either an engineer or a life/physical scientist. In our enforcement program, Region 1 plans to diversify the workload to provide an increased focus on legal areas not delegated or covered by state agencies, and restructure attorney positions to reflect different areas of expertise. Similarly, our technical enforcement program and assistance and pollution prevention program are working to improve the coordination of extramural resource management functions and integrated compliance strategies, which will result in restructuring a small number of technical positions to a lower grade level. Two

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

positions will be restructured to realign core business needs within our Comptroller's and Facilities units.

Region 1 will offer a maximum of 19 VERA/VSIP opportunities to 76 individuals/positions in the Boston, Massachusetts location. Table 3 reflects the number of offers limited to each Office, Branch, Section or Unit, and eligible Occupational Titles, Series and Grade levels.

Table 3. Restructure Positions to Focus on Technical and Programmatic Priorities and Core Business Functions, Maximum of 19 VERA/VSIP Offers			
# V/V Offers	Limited to Division	Limited to Branch/Section/Unit	Occupational Title(s) All Positions Non-Supervisory, Unless Otherwise Stated.
2	OES	A&P2 Branch	Environmental Engineer GS-0819-13; and Environmental Protection Specialist GS-0028-13
2	OES	Legal Enforcement Branch: <i>Superfund Legal and Regulatory Legal</i>	General Attorney, GS-0905-15
1	OES	Technical Enforcement Branch	Environmental Engineer, GS-0819-14; and Environmental Protection Specialist, GS-0028-14
2	OES	Technical Enforcement Branch	Environmental Engineer, GS-0819-13; Physical Scientist, GS-1301-13; Life Scientists, GS-0401-13; and Environmental Protection Specialist, GS-0028-13
1	OES	Technical Enforcement Branch	Environmental Engineer GS-0819-12; Physical Scientist GS-1301-12; Life Scientists, GS-0401-12; and Environmental Protection Specialist, GS-0028-12
1	OSRR	Technical and Support Branch: <i>Technical and Enforcement Support Section Only</i>	Environmental Protection Specialist, GS-0028-13
2	OSRR	Remediation & Restoration 1 Branch	Environmental Protection Specialist (RPM), GS-0028-13
2	OSRR	Remediation and Restoration 2 Branch: <i>Brownfields, RCRA Corrective Action, RCRA Waste Management Section Only</i>	Environmental Engineer, GS-0819-13; Physical Scientist, GS-1301-13
1	OSRR	Technical and Support Branch: <i>Technical and Enforcement Support Section Only</i>	Environmental Engineer, GS-0819-13
1	OEP	Grants, Tribal & Municipal Assistance Branch	Administrative and Program Management, GS-0301-13
1	OEP	Air Programs Branch: <i>Air Permits, Toxics and Indoor Programs Only</i>	Physical Scientist, GS-1301-13
1	OEP	Wetlands, Water Quality and Information Management Branch: <i>Wetlands Protection Section Only</i>	Natural Resources Mgmt & Biologist, GS-0401-13
1	OARM	Comptroller's Office	Financial Administration and Program Management, GS-0501-12
1	OARM	Customer Service and Facilities	Support Services Administration, GS-0342-12

Region 1 does not anticipate any involuntary adverse actions as a result of not offering a VERA/VSIP opportunity. Management may need to make direct reassignments to cover critical positions, as well as consider details and temporary promotions in rare instances. We do not anticipate a reorganization beyond the unit level, following the implementation of the VERA/VSIP proposal. Therefore, we are providing one divisional level organizational chart.

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

Region 1 anticipates personnel actions as a result of the VERA/VSIP proposal, should it fully be executed, may include details, reassignments, a few merit promotions, and should we have a critical need that does not exist within the Region/Agency, external hires at the entry level wherever feasible. The primary goals for the VERA/VSIP, should we have full participation of 36 offers, will enable the Region to reset how we deploy non-supervisory GS-14/15 positions, and begin to rebalance grade distribution among GS-13 and GS-12 positions. Both grade reduction efforts will be complemented by the use of standardized Position Descriptions for technical positions, and will enable us to retire some occupational series we no longer need.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	93,872,740 *	96,233,640
B. VERA/ VSIP Payout Cost	900,000	
C. Leave Payout Cost	665,219**	
D. Post VERA/VSIP Annual Payroll Cost	88,301,517***	90,662,416
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	4,006,004	5,571,223
G. Pre-VERA/VSIP Annual WCF Cost	2,774,000	
H. Post VERA/VSIP Annual WCF Cost	2,630,000	
I. WCF for # New Hires	0	
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	144,000****	
Projected Savings with VERA/VSIP (F + J)	4,150,004	5,571,223

*This is the Annual Payroll Cost per Bas v. 1 for Region 1 multiplied by 1.5% for WIGIs, Promotions & 1.9% COLA for FY2018 and 1.5% WIGIs, Promotions and 1% COLA for FY 2019

** Assumed maximum carryover and leave to date of calculation and assumed some used average 320 annual leave hours times hourly rate at step 10 of grade

*** Assumed the Step 10 for each grade level targeted

****Annual WCF costs \$ 4,000 per position

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

VERA/VSIP Business Case
as of 06-07-2017

Region or Program Office: Office of the Chief Financial Officer (OCFO)

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position (303 series).
- Reduce the number of financial technician positions (503 series).
- Reduce the number of secretary positions (318 series) within OCFO's Office of the Controller (OC).
- Reduce the number of management analyst positions (343 series) within OC.

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions (501 series).
- Reduce the number of accountant positions (510 series).

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement and nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered as follows:

SERIES/TITLE	GEOGRAPHIC LOCATIONS*	TARGETED POSITIONS	VSIP OFFERS	% of TARGETED POSITIONS
GS-0303, Clerk	WDC	1	1	0.606%
GS-0503, Financial Technicians	LVNV; WDC	2	1	0.606%
GS-0318, Secretaries	LVNV; WDC	3	2	1.212%
GS-0343, Program/Management Analysts	DNC; LVNV; NOH; WDC	18	3	1.818%
GS-0501, Financial Specialists	DNC; LVNV; NOH; WDC	67	9	5.455%
GS-0510, Accountants	DNC; LVNV; NOH; WDC	69	11	6.667%
TOTAL		160	27	16.364%

* Durham, NC (DNC); Las Vegas, NV (LVNV); Norwood, OH (NOH); Washington, DC (WDC)

More information can be found on the attached Excel spreadsheet with targeted position.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one employee in an occupational series that OCFO no longer needs may be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or Federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
27 VERA/VSIP Offers x \$25,000	\$ 675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$ 321,797
Total Maximum Direct Costs	\$ 996797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate ¹	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$43,281,345	\$43,281,345
B. VERA/ VSIP Payout Cost ²	\$675,000	\$0
C. Leave Payout Cost ²	\$321,797	\$0
D. Post VERA/VSIP Annual Payroll Cost ²	\$39,913,078	\$39,913,078
E. Payroll for 7 New Hires	\$725,473	\$725,473
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$1,645,997	\$2642794
G. Pre-VERA/VSIP Annual WCF Cost ³	\$2,163,000	\$2,163,000
H. Post VERA/VSIP Annual WCF Cost	\$1,974,000	\$1,974,000
I. WCF for # New Hires	\$49,000	\$49,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$140,000	\$140,000
Projected Savings with VERA/VSIP (F + J)	\$1785997	\$2,782,794

¹Based on FY 2017 projected payroll

²Calculations are based on a GS-12 Step 10 (for 2017 in Washington DC), the average cost of the targeted pool. Eligible employees are located in Washington, RTP, Cincinnati, and Las Vegas. The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

³Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,000 per position. Savings for 27 positions for one year is \$7,000 x 27 positions = \$189,000.

Overview of EPA's Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments Programs 2014-2017

VERA/VSIP 2017

In April 2017, the agency announced that it was initiating an early out/buyout program targeted for completion by the end of September 2017. The agency's business case for requesting VERA/VSIP focused on improving overall efficiency and effectiveness across the enterprise.

Twenty-two of the agency's program/regional offices participated in the effort (all EPA offices except for the Office of the Inspector General). A total of 3,669 positions were targeted (25% of the workforce) with a maximum of 1,227 offers to be made (8% of the workforce). The top five targeted occupations based on maximum offers to be made were environmental protection specialists (178), physical scientists (148), management and program analysts (130), environmental engineers (99) and miscellaneous administration and program support (70).

The agency received final OPM/OMB approval on July 10, 2017 (see attachment 1). Two amendments to the authority were requested by the agency and approved by OPM: (1) an allocation flexibility across organizations within a regional/program office and (2) an adjustment to the Office of Water's targeted positions (see attachment 2 for requests and approvals).

A total of 374 employees departed the agency on or prior to September 2, 2017; two additional employees will depart on September 30, 2017. The costs for the 376 departing employees are as follow:

- Total Cost: \$9,398,910.00
- 374 employees received full \$25K
- Two employees received less than \$25K
 - Region 3: \$24,382.00
 - Region 6: \$24,528.00

VERA/VSIP 2014-15

Two rounds of enterprise-wide VERA/VSIP were conducted previously by the agency. The first round included nineteen program/regional offices and resulted in 456 employees departing the agency in April 2014 (see attachment 3 spreadsheet). Total costs associated with the effort were approximately \$16.2M.

A second round of the VERA/VSIP program followed shortly thereafter that included ten regional/program offices. A total of 226 employees separated from the agency in January 2015 at an approximate cost of \$_____.

OIG Audit of EPA's VERA/VSIP Activities

In November 2014, the OIG initiated an audit of EPA's Round 1 VERA/VSIP program to examine workforce restructuring goals, their consistency across offices and progress made to date. In their report (see attachment 4) the OIG made two recommendations to the AA for OARM:

1. monitor the remaining VERA-VSIP activities and
2. determine the value of VERA-VSIP as a workforce tool.

OARM concurred with both recommendations and provided sufficient corrective actions, which have been completed. The corrective actions implemented served as our VERA/VSIP policing effort and included development and quarterly use of Strategic Hiring Templates to track status of all VERA/VSIP vacated positions (attachment 5), use of OPM's HRStat initiative to analyze and monitor restructuring

of the workforce (attachment 6) and publication of a VERA-VSIP Impact Report (attachment 7), which details the effects of VERA-VSIP on the agency and provides information on subsequent hiring.

**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

EPA Business Cases and Budget Projections

I. Introduction

EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: delayering to increase supervisor to staff ratio; consolidation or reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices).

For all positions covered by EPA's request, if a position is vacated under VERA/VSIP the organization must restructure the position as follows before refilling the position:

- Change from supervisory to non-supervisory.
- Decrease the grade and/or full performance level (i.e., at least one grade level lower than the current position).
- Change the series of the position.
- Significantly change the duties of the position (at least 25%) if the series and grade are to remain the same (i.e., the incumbent who vacated could not be expected to learn how to perform these new duties within a reasonable amount of time. The servicing Human Resources Shared Service Center will determine if the change in duties are significant.

This is the same criteria the agency uses when tracking post-VERA/VSIP hires to ensure programs and regions are adhering to the plans they put forth to reshape their workforce.

If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.)

If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

Given the pool of available candidates across our program and regional offices, the agency would like to request the flexibility to increase (or decrease) the offer number in one or more categories if necessary, with the understanding that the overall cap for each program or regional office (as identified in sections II-XXIII below) cannot be exceeded.

Summary of Agency-wide Costs and Savings:

	FY 2017	FY 2018	FY 2019
Agency-wide Direct Costs	\$48,229,252		
Agency-wide Savings		\$129,680,961	\$77,342,826

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.
2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.
3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.
4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO, as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 139 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 139 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 65 positions in AO. All positions that are offered VERA/VSIP, with the exception of one SL level position which will be eliminated, will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements – up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 65.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 65. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is 65. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level except one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the

Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed, at the lowest grade level possible for specific skillsets that are not available within the agency. These recruitments will include the restructured positions which will decrease the total number of non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
65 of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool \$64.09 x 240 x 65 of Targeted Positions}	\$999,804
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$61,147,000	\$61,147,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$52,482,032	\$52,482,032
E. Payroll for 64 New Hires	\$1,886,976	\$3,773,952
F. Payroll Savings for 65 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$6,777,992	\$4,891,016
G. Pre-VERA/VSIP Annual WCF Cost	\$4,034,000	\$4,034,000
H. Post VERA/VSIP Annual WCF Cost	\$3,417,020	\$3,417,020
I. WCF for 64 New Hires	\$303,744	\$607,488
J. WCF Savings for 65 VERA/VSIP Targeted Positions (J = G – H – I)	\$313,236	\$9,492
Projected Savings with VERA/VSIP (F + J)	\$7,091,228	\$4,900,508

Notes:

A. Cost based on OA's FY 2017 Operating Plan payroll calculations.

D. Hourly rate of \$64.09 based on the average of a GS-13/14/15 step 6 times 2080 hours times 65 target positions.

E. Hourly rate of \$28.35 based on the average of a GS-7/9/11 step 3 times 2080 times 64 new hires (eliminating 1 position); Assumes new hires will onboard mid-year in FY 18

F. $F = A - B - C - D - E$

G. OA's WCF allocation in the FY 2017 Operating Plan

H. Based on OA's FY 2017 Operating Plan WCF costs; assumes \$9,492 per person; 65 targeted positions

I. Used \$9,492 WCF cost per person (64 new hires -- eliminated 1 position); Assumes new hires will onboard mid-year in FY 18

J. $J = G - H - I$

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE

in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitute 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations. Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019

	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000
H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
F. A – B – C – D - E
G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
H. Assumes \$9K WCF per person x 20 positions = \$180,000.
I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as

the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)

- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.
- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.
 - Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
 - Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
 - Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus, the combination of VERA and VSIP provides the greatest likelihood for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 98 x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 of Targeted Positions for VERA, Optional Retirement or Resignation { \$64.86* x 240 x 98 of Targeted Positions }	\$ 1,525,507
Total Maximum Direct Costs	\$ 3,975,507

*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$99,580,367	\$99,580,367
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost (A-(98 Targeted Positions*\$145,000)	\$86,789,387	\$87,262,394
E. Payroll for 84 New Hires	\$2,810,070	\$5,646,460
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,980,910	\$6,671,513
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires (assumes half of WCF costs mid-year in FY 18 - \$4,113 * 84 and full costs \$8,226 * 84 in FY 19)	\$345,492	\$690,984
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$460,656	\$115,164
Projected Savings with VERA/VSIP (F+J)	\$10,441,566	\$6,786,677

Calculation Notes:

A – FY 2017 Payroll amount.

B/C – VERA/VSIP Payout and Leave Payout Costs occur in FY 2017.

D – 145,000 is the estimated average cost of FTE

E – Assume a GS-09, Step 1 with 20% added to cover the cost of benefits.

H - Total is Pre-VERA/VSIP Annual WCF Cost – (98 Targeted Positions x \$8,226).

I – For FY 2018 assumes new hires are only funded for ½ of the year at \$4,113.

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.
- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted.

OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
27 Targeted Positions for VSIP x \$25,000	\$675,000
Annual Leave Pay Out for 27 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$321,797
Total Maximum Direct Costs	\$996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate

A. Pre-VERA/VSIP Annual Payroll Cost	\$41,371,000	\$41,371,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$38,572,747	\$38,572,747
E. Payroll for 7 New Hires	\$362,737	\$725,473
F. Payroll Savings for 20 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,435,516	\$2,072,780
G. Pre-VERA/VSIP Annual WCF Cost	\$2,203,170	\$2,203,170
H. Post VERA/VSIP Annual WCF Cost	\$2,010,660	\$2,010,660
I. WCF for 7 New Hires	\$24,955	\$49,910
J. WCF Savings for 27 VERA/VSIP Targeted Positions (J = G – H – I)	\$167,555	\$142,600
Projected Savings with VERA/VSIP (F + J)	\$2,603,071	\$2,215,380

A - Based on payroll allocation from FY17 Enacted Budget for OCFO.

E - Assumes that new hires in FY 2018 will be onboard for ½ year. Calculation is based on a GS-12 Step 10 (for 2017 in Washington DC). The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

G - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,130 each per 309 on-board personnel.

H - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and in FY18 is estimated at \$7,130 per 282 on-boards (309- 27 VERA/VSIP departures = 282 remaining).

I - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and in FY18 is estimated at 7 new hires for half a year (\$24,955); and in FY19 is estimated at 7 new hires for a full year (\$49,910).

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills

and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.

- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology and the use of collaboration tools to better support the IO senior management. The IO would evaluate and determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.
- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.
- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401 Biologist. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached.)

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
50 of Targeted Positions for VSIP x \$25,000	\$1,250,000
Annual Leave Pay Out for 50 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step (GS 13 Step 5 - \$66.49) of the targeted pool x 240 x 50 of Targeted Positions}	\$797,880
Total Maximum Direct Costs	\$2,047,880

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$133,784,000	\$133,784,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$126,869,040	\$126,869,040
E. Payroll for 47 New Hires	\$3,250,027	\$6,500,053
F. Payroll Savings for 50 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$3,664,933	\$414,907
G. Pre-VERA/VSIP Annual WCF Cost	\$8,081,000	\$8,081,000
H. Post VERA/VSIP Annual WCF Cost	\$7,732,500	\$7,732,500
I. WCF for 47 New Hires	\$163,795	\$327,590
J. WCF Savings for 50 VERA/VSIP Targeted Positions (J = G – H – I)	\$184,705	\$20,910
Projected Savings with VERA/VSIP (F + J)	\$3,849,638	\$435,817

Table A

Assumes 50 Targeted Positions at buyouts of \$25,000

Assumes leave payout of 240 hours for all 50 Targeted Positions at a fully loaded average salary rate of a GS 13 Step 5 (\$66.49)

Table B

- A. Assumes FY 17 Enacted Payroll for RPIO 20.
- B. VERA/VSIP payout takes place in FY 17 and does not impact FY 18 or FY 19.
- C. VERA/VSIP leave payout takes place in FY 17 and does not impact FY 18 or FY 19.
- D. Assumes annual payroll cost of annual salary of eligible positions (GS-13 Step 5 - \$138,299) x 50 positions = \$6,914,960.
- E. Assumes payroll for 47 new hires at GS-13 Step 5 \$138,299 * 47. FY 17 costs assume hiring in April 2018.
- F. A – B – C – D – E
- G. Assumes FY 17 Enacted WCF for RPIO 20.
- H. Assumes savings of \$348,500 – annual WCF cost / FTE of \$6,970 * 50 maximum offers

- I. Assumes annual WCF cost for 47 new hires of \$139,400 – annual WCF cost / FTE of \$6,970 * 47 new hires. FY 17 costs assume hiring in April 2018.
- J. G – H – I

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure two information-security positions and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
51 Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for 51 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate of \$64.63 based on the average grade and step (GS 14/7) of the targeted pool x 240 x 51 Targeted Positions}	\$ 791,070
Total Maximum Direct Costs	\$2,066,070

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for 25 New Hires	\$2,287,500	\$4,575,000
F. Payroll Savings for 51 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$7,045,500	\$4,758,000
G. Pre-VERA/VSIP Annual WCF Cost	\$3,896,200	\$3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$3,503,500	\$3,503,500
I. WCF for 25 New Hires	\$96,250	\$192,500
J. WCF Savings for 51 VERA/VSIP Targeted Positions (J = G – H – I)	\$296,450	\$200,200
Projected Savings with VERA/VSIP (F + J)	\$7,341,950	\$4,958,200

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. No cost in FY 2018 or FY 2019.
- C. No cost in FY 2018 or FY 2019.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).
- E. Assumes hiring of 25 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).

- I. Assumes hiring of 25 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5
OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	[=SUM(ABOVE)]	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, especially in technical fields, OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for 30 of Targeted Positions for VERA, Optional Retirement or Resignation { \$60.83 x 240 x 30 }	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Note: Hourly rate based on the average grade and step (14/5) of the targeted pool per OPM's locality pay salary table for Washington, DC: [[HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB_h.pdf"](https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB_h.pdf)]

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 56,623,657	\$ 56,623,657
B. VERA/ VSIP Payout Cost	\$ 0	\$ 0

C. Leave Payout Cost	\$ 0	\$ 0
D. Post VERA/VSIP Annual Payroll Cost	\$ 52,814,917	\$ 52,814,917
E. Payroll for 30 New Hires	\$ 1,093,134	\$ 2,186,267
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$ 2,715,606	\$ 1,622,473
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2,886,315	\$ 2,886,315
H. Post VERA/VSIP Annual WCF Cost	\$ 2,612,235	\$ 2,612,235
I. WCF for 30 New Hires	\$ 137,034	\$ 274,080
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 137,046	\$ 0
Projected Savings with VERA/VSIP (F + J)	\$ 2,852,652	\$ 1,622,473

- A. Estimate based on FY 2017 straight-line payroll projection for the year as of July 3, 2017. Does not factor in a cost of living increase, attrition, or unprocessed cash awards.
- D. Post V/V annual payroll cost based on savings of EPA HQ GS-14/5 base yearly salary for 30 positions (\$126,958 X 30 = \$3,808,740), per OPM's locality pay salary table for Washington, DC: [[HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB.pdf"](https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB.pdf)]. This calculation does not include an estimate of savings on benefits.
- E. FY18 calculations include the base salary (not benefits) of 30 new hires across EPA HQ and EPA RTP onboard for ½ year:
- 3 GS-9 Step 1 in HQ at \$27,486 per person; 3 GS-9 Step 1 in RTP at \$25,739 per person
 - 4 GS 11 Step 1 in HQ at \$33,255 per person; 4 GS 11 Step 1 in RTP at \$31,141 per person
 - 4 GS 12 Step 1 in HQ at \$39,860; 4 GS 12 Step 1 in RTP at \$37,326
 - 4 GS 13 Step 1 in HQ at \$47,398; 4 GS 13 Step 1 in RTP at \$44,385
 - Estimated total salary for new hires at ½ year for HQ = \$564,510 and RTP = \$528,624.
- FY19 calculations include the base salary of 30 new hires from FY 2018 across EPA HQ and EPA RTP onboard for 1 year:
- 3 GS-9 Step 1 in HQ at \$54,972 per person; 3 GS-9 Step 1 in RTP at \$51,477 per person
 - 4 GS 11 Step 1 in HQ at \$66,510 per person; 4 GS 11 Step 1 in RTP at \$62,282 per person
 - 4 GS 12 Step 1 in HQ at \$79,720; 4 GS 12 Step 1 in RTP at \$74,652
 - 4 GS 13 Step 1 in HQ at \$94,796; 4 GS 13 Step 1 in RTP at \$88,770
 - Estimated total salary for new hires at one year for HQ = \$1,129,020 and RTP = \$1,057,247.
- H. Average annual WCF cost per person is \$9,136, for a 12-month period (\$761.30 monthly cost), based on May 2017 usage.
- I. Assumes 30 new hires will be on board for ½ of the year in FY 2018 (\$761.30 x 6 months x 30 hires) and a full year in FY 2019 (\$9,136.00 x 30 hires).

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments that are routine and/or may be of a sensitive nature.	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP	
2 of Targeted Positions for VSIP x \$25,000	\$ 50,000

Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 2 of Targeted Positions}	\$ 40,685
Total Maximum Direct Costs	\$ 90,685

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$39,738,600	\$39,738,600
B. VERA/ VSIP Payout Cost		
C. Leave Payout Cost		
D. Post VERA/VSIP Annual Payroll Cost	\$39,381,990	\$39,381,990
E. Payroll for 1 New Hires	\$42,234	\$84,468
F. Payroll Savings for 2 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$314,376	\$272,142
G. Pre-VERA/VSIP Annual WCF Cost	\$1,979,007	\$1,979,007
H. Post VERA/VSIP Annual WCF Cost	\$1,961,007	\$1,961,007
I. WCF for 1 New Hires	\$4,500	\$9,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$13,500	\$9,000
Projected Savings with VERA/VSIP (F + J)	\$327,876	\$281,142

Assumptions:

- A. Payroll based on FY 2017 Op Plan
- B. VERA VSIP Payout – assumes payout will occur in FY17
- C. Leave Payout Cost – assumes payout will occur in FY17
- D. Post VERA VSIP payroll removes cost for a GS-12/6 (\$93,008) and SL position \$187,000. The positions include a 27% benefits rate
- E. New Hire GS-11/1 (\$66,510) plus a 27% benefits rate for ½ yr for FY18 and full year cost in FY19
- F. No assumption: Calculation
- G. Pre VERA/VSIP WCF Cost based on FY 2017 Op Plan authority
- H. Post VERA/VSIP WCF cost reduces the Pre-VERA/VSIP cost by \$ (\$9K per person)
- I. WCF new hire assumes WCF cost for ½ year in FY18 and full year in FY19
- J. No assumption: Calculation

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of

positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignment within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

Office of International and Tribal Affairs
Updated: Friday, June 30, 2017

Table A – Direct Costs for VERA/VSIP – FY 2017	
5 Targeted Positions for VSIP x \$25,000	\$ 125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 5 Targeted Positions}	\$ 73,000
Total Maximum Direct Costs	\$ 198,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 12,221,150	\$ 12,221,150
B. VERA/ VSIP Payout Cost	\$ 0	\$ 0
C. Leave Payout Cost	\$ 0	\$ 0
D. Post VERA/VSIP Annual Payroll Cost	\$ 11,414,954	\$ 11,414,954
E. Payroll for 5 New Hires	\$ 174,542	\$ 349,085
F. Payroll Savings for 5 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 631,654	\$ 457,111
G. Pre-VERA/VSIP Annual WCF Cost	\$ 552,500	\$ 552,500
H. Post VERA/VSIP Annual WCF Cost	\$ 516,750	\$ 516,750
I. WCF for 5 New Hires	\$ 17,875	\$ 35,750
J. WCF Savings for 5 VERA/VSIP Targeted Positions (J = G – H – I)	\$ 17,875	\$ 0
Projected Savings with VERA/VSIP (F + J)	\$ 649,529	\$ 457,111

Table B – Estimated Savings Assumptions

Line A	Payroll costs are calculated on OITA's workforce salary and benefits as of May 15 plus projected step increases for remainder of FY 2017. (No COLA projected in FY18 though 1.9% in FY19)
Line B	No additional VERA / VSIPs projected
Line C	No additional Leave Payout Cost projected
Line D	Average G14/S5 [Sal & Ben (27%)] for Targeted Positions
Line E	Projected on-boarding April 2018; Average G9/S1 [Sal & Ben (27%)] for New Hires
Line H	Projected FY 2018 WCF FTE costs is \$7,150/year; no projected increase to per year cost factor
Line I	Projected on-boarding April 2018

XI. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;
- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

(1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and

Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Office of Land and Emergency Management

(June 30, 2017 updated VERA/VSIP Tables)

Table A – Direct Costs for VERA/VSIP	
94 of Targeted Positions for VSIP x \$25,000 (94 offers)	\$2,350,000
Annual Leave Pay Out for 94 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 94 of Targeted Positions} (Assumptions: 94 offers at an hourly rate of a GS-13/5 (DC locality) + 15% benefit [does not include health benefits])	\$1,335,597
Total Maximum Direct Costs	\$3,685,597

Table B – Estimated Savings for FY 2018 through FY 2019 (assumptions list below)		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$82,712,000	\$82,712,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$69,583,443	\$69,583,443
E. Payroll for # New Hires	\$3,358,789	\$6,717,578
F. Payroll Savings for 94 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,769,768	\$6,410,979
G. Pre-VERA/VSIP Annual WCF Cost	\$15,702,000	\$15,702,000
H. Post VERA/VSIP Annual WCF Cost	\$15,044,000	\$15,044,000
I. WCF for # New Hires	\$329,000	\$658,000
J. WCF Savings for 94 VERA/VSIP Targeted Positions (J = G – H – I)	\$329,000	\$0
Projected Savings with VERA/VSIP (F + J)	\$10,098,768	\$6,410,979

Assumptions for Table B

A: FY18 & assume FY 2017 Enacted Payroll for OLEM HQ (to allow for comparison)

B: '18 & '19 \$0 as per instructions

C: '18 & '19 \$0 as per instructions

D: '18 & '19 assumes savings of \$13,128,557 (94 offers at GS-13/5 DC locality + 30% benefits costs)

E: '18 assumes 94 rehires at the GS-9/1 DC locality + 30% benefits for ½ year
'19 assumes all 94 are on board for full year (other assumptions the same)
F: '18 & '19 applies formula
G: '18 & '19 assume FY 17 WCF BOC 38 for OLEM HQ (total)
H: '18 & '19 assumes 94 offers leave at \$7000/offer
I: '18 assumes 94 new hires at ½ year at \$7000/hire
'19 assumes 94 new hires at full year at \$7000/hire
J: '18 & '19 applies formula
Total savings = formula

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Restructured positions will allow ORD the opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in LV, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. Given the pool of available candidates across our offices, ORD would like to request the flexibility to increase (or decrease) the offer number in one or more categories if necessary, with the understanding that the overall cap of 183 cannot be exceeded. ORD will not have any changes to its organizational chart (attached) as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does

not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,605,480

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$265,438,372	\$265,438,372
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$231,738,922	\$231,738,922
E. Payroll for # New Hires	\$10,876,788	\$21,753,576
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$22,822,662	\$11,945,874
G. Pre-VERA/VSIP Annual WCF Cost	\$10,560,825	\$10,560,825
H. Post VERA/VSIP Annual WCF Cost	\$9,412,500	\$9,412,500
I. WCF for # New Hires	\$1,315,496	\$1,148,325
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	(\$167,171)	\$0
Projected Savings with VERA/VSIP (F + J)	\$22,655,491	\$11,945,874

Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate for the targeted pool is \$69 x 183 max (cap) x 240 hours = \$3,030,480

Table B:

A: Amounts of PC&B for ORD as of FY17

B: Assumes that no VERA/VSIP payout will take place in FY18 or FY19.

C: Assumes that no leave payout will take place in FY18 or FY19.

D: Amounts of PC&B estimated for cap of 183 leaving with \$145,000 average salary and 27% benefits % of PC&B estimate across EPA, so (Line A) - $(183 \times \$145,000 \times 127\%) = \$231,728,922$ for FY18 and the same for FY19.

E: We estimate 183 new hires/restructured positions at an average hourly rate of \$45/hour, with 27% benefits. We assume the new hires work half the year for FY18 and all FY19, so, $(183 \times \$45 \times 2080 \times 127\% \times 50\%)$ for FY18, and double for FY19.

G: The \$6275 WCF cost/year/person for FY17 for ORD FTE times 1683 FTE FY18/FY19 is: $(1683 \times \$6275) = \$10,560,825$.

H: \$6275 WCF cost/year/person for FY17. Assuming 183 depart, (Line G) - $(\$6275 \times 183) = \$9,412,500$ FY18/FY19.

I: \$6275 WCF cost/year/person for FY17. Additional one-time background check costs are \$4051/employee. For 183 new hires, working a half year in FY18 and all FY19, cost is $(\$6275 \times 50\% \times 183) + (\$4051 \times 183)$ for FY18 and $(\$6275 \times 183)$ for FY19.

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and

improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
Annual Leave Pay Out for 30 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions}	\$470,098
Total Maximum Direct Costs	\$1,220,098

1) Annual Leave payout is calculated based on the average grade and step for the target pool:

- Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$
- Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$75.77 \times 240 = \$18,185 \times 11 = \$200,033$
- Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$

- Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$
 - The total leave payout is the sum of $\$20,342 + \$200,033 + \$135,261 + \$114,462 = \$470,098$
- 2) The total maximum direct cost is the sum of $\$750,000 + \$470,098 = \$1,220,098$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,832,000	\$92,832,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost (pre-VERA/VSIP payroll cost- payroll for 30 targeted positions)	\$87,314,227	\$87,314,227
E. Payroll for 15 New Hires (assumes 15 FTEs external to OW by mid-year in FY18)	\$634,473	\$1,268,946
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,883,300	\$4,248,827
G. Pre-VERA/VSIP Annual WCF Cost	\$5,914,224	\$5,914,224
H. Post VERA/VSIP Annual WCF Cost	\$5,619,984	\$5,619,984
I. WCF for 15 New Hires (assumes half of WCF costs for FY18; full WCF for FY19)	\$73,560	\$147,120
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$220,680	\$147,120
Projected Savings with VERA/VSIP (F + J)	\$5,103,980	\$4,395,947

A. Pre VERA/VSIP costs are based on the 2017 Opplan payroll.

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Post VERA/VSIP annual payroll is pre-VERA/VSIP payroll minus the payroll costs for 30 targeted positions. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered.

SL $\$176,303 \times 1 = \$176,303$

GS 15/7 $\$158,123 \times 11 = \$1,739,353$

GS 14/6 $\$130,692 \times 9 = \$1,176,228$

GS 13/6 $\$110,595 \times 9 = \$995,355$

Total payroll costs for targeted VERA/VSIP positions = $\$4,087,239 + 35\% = \$5,517,773$

Post VERA/VSIP annual payroll = $\$92,832,000 - \$5,517,773 = \$87,314,227$

E. Assumes new hires will be on board for half of FY18 and the entirety of FY19. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits.

$$\text{GS 9/1 } \$54,972 \times 5 = \$274,860 \times .5 = \$137,430$$

$$\text{GS 11/1 } \$66,510 \times 10 = \$665,100 \times .5 = \$332,550$$

$$\text{E (FY19). } \$274,860 + \$665,100 = \$939,960 + .35 = \$1,268,946$$

$$\text{E (FY18). } \$939,960 \times .5 = \$469,980 + .35 = \$634,473$$

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$634,473 = \$4,883,300$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$1,268,946 = \$4,248,827$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$9,808 \times 603 \text{ on-boards} = \$5,914,224$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\$9,808 \times 30 = \$294,240$$

$$\$5,914,224 - \$294,240 = \$5,619,984$$

I. Working Capital Fund costs assume new hires will be on board for half of FY18 and the entirety of FY19.

(FY18). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access. Cost for 6 months is \$4,904. $\$4,904 \times 15 = \$73,560$

I (FY19). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access, times the targeted new hires. $\$9,808 \times 15 = \$147,120$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$73,560 = \$220,680$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$147,120 = \$147,120$$

FY18 Projected Savings with VERA/VSIP. $\$4,883,300 + \$220,680 = \$5,103,980$

FY19 Projected Savings with VERA/VSIP. $\$4,248,827 + \$147,120 = \$4,395,947$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven.

Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x # of Targeted Positions}	\$ 665,219
Total Maximum Direct Costs	\$ 1,565,219

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$86,525,000	\$86,525,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$80,953,776	\$80,953,776
E. Payroll for 25 New Hires	\$1,500,000	\$3,000,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,071,224	\$2,571,224
G. Pre-VERA/VSIP Annual WCF Cost	\$2,774,000	\$2,774,000
H. Post VERA/VSIP Annual WCF Cost	\$2,630,000	\$2,630,000
I. WCF for 25 New Hires	\$50,000	\$100,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$94,000	\$44,000
Projected Savings with VERA/VSIP (F + J)	\$4,165,224	\$2,615,224

Table A:

Assumed maximum carryover and leave to date of calculation and assumed some used average 320 annual leave hours times hourly rate at step 10 of grade

Table B:

A: This is the Annual Payroll Cost per Bas v. 1 for Region 1

D: Assumed the Step 10 for each grade level targeted

E: Assumed \$120,000 pay for 25 new hires/restructured positions

H & I: Annual WCF costs \$ 4,000 per position

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

- Consolidate and streamline functions/activities/reduce number of programs.
- Restructure or reduce highly-graded supervisory or non-supervisory positions.
- Consolidate or Reduce Administrative or Support Functions.

The estimated number of employees expected to take early retirement is eight to 10. This assumes that 1) a majority but not all of slots will be taken; and 2) employees eligible for regular retirement will have service computation dates that have the effect of precluding some offers to less senior VERA-eligible applicants. Region 2 intends for employees in targeted positions to be included in the offer pool regardless of whether they are eligible for VSIP and regular retirement, VERA/VSIP, or VSIP only.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate of based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Notes:

* Annual leave payouts based on an average hourly rate of \$52.805 and 320 hours of leave for each employee who takes the VV.

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 121,683,000	\$ 121,683,000
B. VERA/ VSIP Payout Cost	\$ -	\$ -

C. Leave Payout Cost	\$ -	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 117,207,977	\$ 117,207,977
E. Payroll for 15 New Hires	\$ 577,588	\$ 1,155,177
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 3,897,435	\$ 3,319,846
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,887,000	\$ 3,887,000
H. Post VERA/VSIP Annual WCF Cost	\$ 3,767,000	\$ 3,767,000
I. WCF for 15 New Hires	\$ 30,000	\$ 60,000
J. WCF Savings for 15 VERA/VSIP Targeted Positions (J = G – H – I)	\$ 90,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 3,987,435	\$ 3,379,846

Notes:

- A. 2018 Pre-VV Annual Payroll Cost based on current FY 2017 payroll costs.
- B. VV payout takes place in FY 17 and does not impact FY 18 or FY 19.
- C. Leave payout takes place in FY 17 and does not impact FY 18 or FY 19.
- D. Projected payroll costs based on current FY 17 salaries.
- E. Payroll for New Hires assume the 15 positions identified for restructuring will be filled within 6 months for FY 2018 and will be charging the entire FY for FY 2019.
- G. For WCF savings and hires, \$4,000 used per position.
- H. For WCF savings and hires, \$4,000 used per position.
- I. WCF for New Hires assume the 15 positions identified for restructuring will be filled within 6 months for FY 2018 and will be charging the entire FY for FY 2019.

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new

initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 interdisciplinary scientists at the GS-07/09/11/12 level who can be reassigned to new functions to fill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate filling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
159 of Targeted Positions for VSIP x \$25,000	\$ 3,975,000

Annual Leave Pay Out for 159 of Targeted Positions for VERA, Optional Retirement or Resignation { \$51.65 based on the GS-13/6 of the targeted pool x 240 x 159 of Targeted Positions }	\$ 1,970,964
Total Maximum Direct Costs	\$ 5,945,964

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$112,875,000	\$112,875,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	\$95,737,344	\$95,737,344
E. Payroll for 124 New Hires	\$7,440,000	\$14,880,000
F. Payroll Savings for 159 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,697,656	\$2,257,656
G. Pre-VERA/VSIP Annual WCF Cost	\$4,196,547	\$4,196,547
H. Post VERA/VSIP Annual WCF Cost	\$3,343,830	\$3,343,830
I. WCF for 124 New Hires	\$332,506	\$665,012
J. WCF Savings for 159 VERA/VSIP Targeted Positions (J = G – H – I)	\$520,211	\$187,705
Projected Savings with VERA/VSIP (F + J)	\$10,217,867	\$2,445,361

Footnotes

1. Table A – Hourly rate (\$51.65) of a GS-13/6 X 240 X 159 (# of targeted positions)
2. Table B – Row D – Yearly salary (\$107,784) of a GS-13/6 x 159 = \$17,137,656 subtracted from \$112,625,000
3. Table B- Row E—Assumes \$120,000 pay x 124 rehires/restructured positions
4. Table B – Row G - \$5,363/per person X 782.5 FTE
5. Table B- Row I - \$5,363 X 124 rehires/restructured positions

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core

program areas (i.e., biological sciences, environmental engineering, physical sciences, and project management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP – Region 4	
25 of Targeted Positions for VSIP x \$25,000	\$ 625,000
Annual Leave Pay Out for 25 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 25 of Targeted Positions}	\$ 284,114
Total Maximum Direct Costs	\$909,114

Table B – Estimated Savings for FY 2018 through FY 2019 – Region 4		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$130,535,000	\$130,535,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$126,935,000	\$126,935,000
E. Payroll for 15 New Hires	\$1,087,500	\$2,175,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,512,500	\$1,425,000
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,946,500	\$3,946,500
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$78,750	\$45,000
Projected Savings with VERA/VSIP (F + J)	\$2,591,250	\$1,470,000

Table A

Calculation based the 25 particular targeted positions' grade level @step-5 hourly rate.

Table B

Row A: Annual payroll cost (2017 Operating Plan Payroll – Pre-VERA/VSIP)

Row B: Assumes VERA/VSIP payout takes place in FY17 and no impact to FY18 or FY19.

Row C: Assumes Leave Payout takes place in FY17 and no impact FY18 or FY19.

Row D: Annual payroll cost less cost for 25 targeted positions @\$144K each (\$130,535,000-\$3.600,000).

Row E: Assumes 15 external hires to R4 @\$145k each (FY18-50% and FY19-100%).

Row G: WCF cost/regional employee. (\$4500 per employee)

Row H: Assumes WCF on-board cost minus 25 targeted positions. (\$4500 per position)

Row I: Assumes \$4,500 @15 new hires (FY18-50% and FY19-100%).

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a

maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees. There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end of this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
79 of Targeted Positions for VSIP x \$25,000	\$ 1,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 79 of Targeted Positions}	\$ 939,658
Total Maximum Direct Costs	\$ 2,914,658

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$145,857,958	\$145,857,958
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$135,515,460	\$135,515,460
E. Payroll for 71 New Hires	\$2,368,330	\$4,736,659
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$7,974,168	\$5,605,839
G. Pre-VERA/VSIP Annual WCF Cost	\$5,295,000	\$5,295,000
H. Post VERA/VSIP Annual WCF Cost	\$4,979,000	\$4,979,000
I. WCF for 71 New Hires	\$142,000	\$284,000
J. WCF Savings for 79 VERA/VSIP Targeted Positions (J = G – H – I)	\$174,000	\$32,000
Projected Savings with VERA/VSIP (F + J)	\$8,148,168	\$5,637,839

Table A

Used average hourly rate of \$49.56 for a GS12 step 10.

Table B

A: Base cost from latest pay period posted (2017 PP20) projected for 26 pay periods with 27% added for benefits (\$4,417,261 x 26 x 127%).

B: \$0 per guidance

C: \$0 per guidance

D: Row A minus annual payroll cost of 79 targeted positions (\$49.56 x 127% x 2080 Hours x 79).

E: New outside hires at lower pay (GS 9 step 1) for restructured positions using \$26.29 per hour including 22% for benefits (\$26.29 x 2080 x 122% x 71) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

G: WCF amount pulled from BAS v4.0 2017 Enacted Operating Plan

H: Row G minus annual WCF cost of 79 targeted positions (\$4,000 x 79).

I: New outside hires for restructured positions using annual WCF cost of \$4,000 per FTE (\$4,000 x 71) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and layering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delaying.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delay our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP

program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step – this is a GS-13 step 10 for Region 6) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$107,218,000	\$107,218,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$85,832,271	\$85,832,271
E. Payroll for # New Hires (147 in FY 18 GS-9 step 1)	\$3,884,680	\$7,769,361
F. Payroll Savings for # VERA/VSIP Targeted Positions	\$17,501,049	\$13,616,368
G. Pre-VERA/VSIP Annual WCF Cost	\$4,157,417	\$4,157,417
H. Post VERA/VSIP Annual WCF Cost	\$3,328,190	\$3,328,190
I. WCF for # New Hires (147 in FY 18, GS-9 step 1)	\$414,614	\$829,227
J. WCF Savings for # VERA/VSIP Targeted Positions	\$414,613	\$0
Projected Savings with VERA/VSIP (F + J)	\$17,915,662	\$13,616,368

Table A:
Annual leave payout based on average GS 13 Step 10.

Table B:

- A. Payroll Ceiling is based on FY 17 on-board FTE of 737 on 31 Mar 2017. No price adjustments for COLAs are included.
- B. VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
- C. Lump Sum Leave payout takes place in FY17 and does not impact FY18 or FY19.
- D. Annual payroll of 590 remaining FTE after VERA/VSIP based on average annual labor cost. (\$145,479 x 590 = \$85,832,271).
- E. New hires of 147 FTE at GS 9 Step 1, start date April 2018.
- F. A-B-C-D-E = F.
- G. Average WCF Cost of \$5,641 per 737 FTE.
- H. Average WCF Cost of \$5,641 per 590 FTE.
- I. Average WCF Cost of \$5,641 per 147 FTE, start date April 2018.
- J. G-H-I = J.

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-

supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.

- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies. Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$ 1,125,000
Annual Leave Pay Out for 45 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step (GS-12/10) of the targeted pool \$45.16 x 240 x 45 of Targeted Positions}	\$ 487,728
Total Maximum Direct Costs	\$ 1,612,728

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	63,413,538	63,413,538
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	57,451,882	57,451,882
E. Payroll for 45 New Hires	\$2,980,823	\$5,961,645

F. Payroll Savings for 45 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,980,833	\$11
G. Pre-VERA/VSIP Annual WCF Cost	2,400,000	2,400,000
H. Post VERA/VSIP Annual WCF Cost	2,220,000	2,220,000
I. WCF for 45 New Hires	\$90,000	\$180,000
J. WCF Savings for 45 VERA/VSIP Targeted Positions (J = G – H – I)	\$90,000	\$0
Projected Savings with VERA/VSIP (F + J)	\$3,070,833	\$11

FOOTNOTES:

Table B

- A. Based on FY2016 total payroll expense incurred.
- B. All V/V payout cost in FY 2017. No cost incurred in FY 2018 or 2019.
- C. All V/V leave payout cost in FY 2017. No cost incurred in FY 2018 or 2019.
- D. For 2018 and 2019, Pre-V/V annual payroll cost less 45 targeted positions x GS-12 step 10 average salary of \$128,644 or [\$63,791,000 – (45 x \$128,644)].
- E. Assumes 45 rehires/restructured positions filled at GS-12 step 10 average salary of \$132,481.
- F. n/a
- G. Based on FY 2016 authority of \$2,400,000 rounded up. Assume FY 2018 and 2019 WCF authority relatively constant.
- H. Pre-V/V WCF cost of \$2,400,000 less 45 targeted positions x average of \$4,000/employee or [\$2,400,000 - (45 x \$4,000)]
- I. Assumes 45 rehires/restructured positions at average WCF/employee of \$4,000
- J. n/a

XXI. Region 8

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited

number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
8 Targeted Positions for VSIP x \$25,000	\$ 200,000
Annual Leave Pay Out for 8 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool (GS-14/7) x 240 x 8 positions}	\$ 121,287
Total Maximum Direct Costs	\$ 321,287

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$78,956,715	\$78,956,715
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0

D. Post VERA/VSIP Annual Payroll Cost	\$77,558,164	\$77,558,164
E. Payroll for 7 New Hires	\$411,271	\$822,542
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$987,280	\$576,009
G. Pre-VERA/VSIP Annual WCF Cost	\$2,817,558	\$2,817,558
H. Post VERA/VSIP Annual WCF Cost	\$2,788,678	\$2,788,094
I. WCF for 7 New Hires	\$12,635	\$25,270
J. WCF Savings for 7 VERA/VSIP Targeted Positions (J = G – H – I)	\$16,245	\$4,194
Projected Savings with VERA/VSIP (F + J)	\$1,003,525	\$580,203

FOOTNOTES:

Table A

1. Used an average of GS 14/7 for Region 8, locality for Denver, CO. Used the standard 240 hours, with 8 maximum, accepted offers during FY17.

Table B

- A. Based on projections done by R8 through pay period 15 and March PHS.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes GS-14/7 annual salary x 32.54% for benefit costs x 8 positions, subtracted from A.
- E. Assumes 7 rehires/restructured positions at GS-12/5 x 32.54% benefits (\$117,506) x ½ year for 2018, full-year for 2019
- F. A – B – C – D -E
- G. Assumes WCF allocation from FY17 enacted budget for Region 8.
- H. Assumes \$3610 x 8 = \$28,880, taken from G for FY18; for FY19, assumes a 2% increase in costs \$3683 x 8 = \$29,464, taken from G.
- I. Assumes 7 re-structured positions WCF at \$3610
- J. G – H - I

XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities: Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.
- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists,

or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.

- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans:

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 23 positions, which includes 167 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
23 of Targeted Positions for VSIP x \$25,000	\$ 575,000
Annual Leave Pay Out for 23 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 23 of Targeted Positions}	\$ 300,271
Total Maximum Direct Costs	\$ 875,271

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$113,007,397	\$113,007,397
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$110,396,289	\$110,396,289
E. Payroll for 23 New Hires	\$778,895	\$1,557,790
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,832,213	\$1,053,318
G. Pre-VERA/VSIP Annual WCF Cost	\$4,355,646	\$4,355,646
H. Post VERA/VSIP Annual WCF Cost	\$4,244,096	\$4,244,096
I. WCF for 23 New Hires	\$55,775	\$111,550
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$55,775	\$0
Projected Savings with VERA/VSIP (F + J)	\$1,887,988	\$1,053,318

- A. Assumes payroll allocation from FY17 Enacted budget for Region 9.
- B. VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
- C. Leave payout takes place in FY17 and does not impact FY18 or FY19.
- D. Assumes annual payroll costs of average salary of eligible positions, \$113,526, x 23 positions = \$2,661,108.
- E. Assumes hiring 23 GS-09 step 5 positions in San Francisco. Start date: April 2018.
- F. A-B-C-D-E.
- G. Assumes working capital fund allocation from FY17 Enacted budget for Region 9.
- H. Assumes \$4,850 WCF per person x 23 positions = \$111,550.
- I. Assumes \$4,850 WCF per person.
- J. G-H-I.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;
- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of 19 VERA/VSIP offers among incumbents of 44 targeted positions which are eligible for either regular or early retirement. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 475,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	72,517,928	72,517,928
E. Payroll for # New Hires	1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,091,000	2,091,000
I. WCF for # New Hires	34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	43,050	8,200
Projected Savings with VERA/VSIP (F + J)	1,625,635	331,298

A. Includes benefits approximated at 35% of salary.

D. FY17 estimated annual payroll (line A) less 19 FTEs average cost.

E. Assumes 17 FTEs external to Region 10 at mid-year in FY18.

G Uses estimate of \$4100 per FTE.

H. FY17 estimated WCF (line G) less (\$4100*19).

I. Assumes half of WCF costs mid-year in FY18 (\$2050*17) and full costs in FY19 (\$4100*17).

Positions to be Eliminated/Restructured										Positions to be Included in the VERA/VSIP Offering
(1) Name of Organizational Units	(2) Geographic Location(s)	(3) Occupational Categories (i.e., title, series, grade, and any other position-related factors such as skills or functions)	(4) # of Positions	(5) # VERA eligible	(6) # Optional retirement eligible	(7) MRA +10 retirement eligible	(8) # Not retirement eligible	(9) # VSIP offers	(10) Will the position be eliminated or restructured?	(11) Scope/Category of employees who will be offered VERA and/or VSIP
Office of Land and Emergency Management, Office of Emergency Management	Erlanger, Kentucky	Program Analyst, GS-0343-14	1	0	0	0	1	1	Restructured via Geographic Relocation	Due to geographic relocation, VERA/VSIP will be offered to all employees within the Office of Emergency Management who meet eligibility requirements (Rows 4-12)
Office of Land and Emergency Management, Office of Emergency Management	Erlanger, Kentucky	Environmental Protection Specialist, GS-0028-14	1	1	0	0	0	0	Restructured via Geographic Relocation	
Office of Land and Emergency Management, Office of Emergency Management	Erlanger, Kentucky	Heath Physicist, GS-1306-15	1	1	0	0	0	0	Restructured via Geographic Relocation	
Office of Land and Emergency Management, Office of Emergency Management	Cincinnati, Ohio	Biologist, GS-0401-15	1	1	0	0	0	0	Restructured via Geographic Relocation	
Office of Land and Emergency Management, Office of Emergency Management	Lenexa, Kansas	Environmental Scientist, GS-1301-14	1	1	0	0	0	0	Restructured via Geographic Relocation	
Office of Land and Emergency Management, Office of Emergency Management	Lenexa, Kansas	General Engineer, GS-0801-14	1	1	0	0	0	0	Restructured via Geographic Relocation	
Office of Land and Emergency Management, Office of Emergency Management	Lenexa, Kansas	Chemist, 1320-13	1	0	0	0	1	1	Restructured via Geographic Relocation	
Office of Land and Emergency Management, Office of Emergency Management	Boston, MA	Environmental Protection Specialist, GS-0028-15	2	2	0	0	0	0	Restructured via Geographic Relocation	
Office of Land and Emergency Management, Office of Emergency Management	Durham, NC	Program Analyst, GS-0343-13	1	0	0	0	1	1	Restructured via Geographic Relocation	
Total =			10	7	0	0	3	3		

OLEM/OEM VERA/VSIP Business Case for HQ Staff Duty Stationed Outside Washington, DC

Justification

The United States Environmental Protection Agency's (U.S. EPA) Office of Land and Emergency Management (OLEM), Office of Emergency Management (OEM) is reorganizing. The reorganization will improve the overall efficiency of the office through better organizational alignment, establishment of a consistent span of control across all divisions, and consolidation and streamlining of several key functions.

The reorganization will also co-locate subject matter experts with their scientific field assets, which reduces OEM's geographic footprint. Specifically, the Consequence Management Advisory Division (CMAD) is comprised of seventeen (17) headquarters staff that are currently located in seven (7) different geographic locations (Duty Stations). The reorganization centralizes the division at two fixed locations: Washington, DC and Research Triangle Park, NC. The only exceptions are for positions that are geographically tied to a specific field asset. Those positions will be reassigned to be geographically located with the field asset(s) they support. The proposed effective date of this reorganization is 12/31/2018. There are eleven (11) headquarters positions that will be relocated.

The EPA is requesting Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments authority to provide voluntary attrition options to: 1) minimize the impact on employees who may not want to relocate; and 2) reduce costs to the agency (i.e., the agency doesn't have to pay relocation allowances). The agency requests the use of VERA and VSIP authorities until November 30, 2018. Please see attachments for targeted positions and organization charts.

Additional Information for VERA/VSIP

1. Total number of permanent employees in the covered component(s).

Total = 10 (11 positions are relocating, but only 10 are eligible for VERA/VSIP)

2. Total number of permanent employees in the covered component(s) that are expected to be involuntarily separated or reassigned as a result of the situation described in the business case.

Total = 10

3. Total number of employees in the covered component(s) who are eligible for voluntary early retirement.

Total = 7

4. Estimate of the number of employees in the covered component(s) who are anticipated to take voluntary early retirement.

Total = 5

5. Identify the maximum number of VSIPs to be paid.

Total = 10

Direct Costs

Table A – Estimated Direct Costs for VERA/VSIP for Maximum Number of Offers that Would be Accepted

		Assumptions	FY 2019 Costs
A.	Number of Targeted Positions	10	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances)	10	
C.	Maximum number of offers for VSIP x \$25,000		\$250,000
D.	Annual Leave Pay Out for Maximum number of offers for VERA, Optional Retirement or Resignation (estimate as of 6/27/18)		\$140,751
E.	Total Maximum Direct Costs (C + D)		\$390,751

Savings/Costs

**Table B – Estimated Net Payroll Savings for Maximum Number of Offers that Would be Accepted
Payroll savings for separated employees**

		Assumptions	FY 2019 Estimate
A.	Number of Targeted Positions (from Table A)	10	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances) (from Table A)	10	
C.	Payroll Savings for maximum # of offers to be accepted (assumes the 10 positions vacant for 3 months in FY18 x salary including 25% benefits)		\$482,300
D.	Estimated Direct Costs for VSIP and Annual Leave Payout		\$390,751
E.	Estimated Net Cost/Savings in FY 2019 (C - D)		\$91,549



Request for Voluntary Early Retirement Authority (VERA)

Agency: U.S. Environmental Protection Agency

Covered Component(s): Office of Land and Emergency Management

1. State the reason(s) why the authority is needed. (Describe the situation that will result in an excess of personnel because of substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.) Briefly explain in 250 words or less.

The United States Environmental Protection Agency's (U.S. EPA) Office of Land and Emergency Management (OLEM), Office of Emergency Management (OEM) is reorganizing. The reorganization will reduce the office's geographic footprint and aligning personnel with key field assets.

The EPA is requesting Voluntary Early Retirement Authority (VERA) to provide voluntary attrition options to: 1) minimize the impact on employees who may not want to relocate; and 2) reduce costs to the agency (i.e., the agency doesn't have to pay relocation allowances).

Please see attached business case for more information.

2. Provide the anticipated effective date of the delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described above in item #1..... 12/31/2018
3. Identify the time period during which the agency plans to offer VERA (end date)..... 11/30/2018

For the following items, if you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide numbers for the entire organization.

4. Provide the total number of permanent employees in the agency or covered component(s)..... 10
5. Provide the total number of permanent employees in the agency or covered component(s) that are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation described above in item #1..... 10
6. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)..... 7
7. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement..... 5
8. Select the types of personnel actions that are anticipated to be necessary without VERA (based on the reason(s) described above in item #1.) (Check all that apply)

☐ Downgrades

☐ Attrition to mitigate the need for involuntary actions

☐ Transfers

☐ Reassignment of staff to other organizations/functions

☐ Reduction in Force

☐ Other Geographic Relocation and Separations for Declining Reassignment

Agency:

Agency Contact Information & Signature of Requesting Official (Agency Head or Designee)

Name: Email: Phone:

Requesting Official's Name: Requesting Official's Title:

Requesting Official's Signature (or attach signed cover memo): _____ Date:

OPM Decision (OPM Use Only)

☐ Approved

☐ Disapproved

VERA Authorization #: Approval Period: to

Approving Official's Name: Approving Official's Title:

Approving Official's Signature: _____ Date:

Please submit to:

Mailing Address: Deputy Associate Director
Talent Acquisition and Workforce Shaping
U.S. Office of Personnel Management
1900 E Street, NW
Room 6500
Washington, DC 20415

Email: employ@opm.gov

FAX: 202-606-4430

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Request for Voluntary Separation Incentive Payments (VSIP)

Agency: U.S. Environmental Protection Agency

Covered Component(s): Office of Land and Emergency Management

1. Identify the time period during which VSIPs may be paid (end date)..... 11/30/2018
2. Identify the maximum number of VSIPs to be paid..... 10
3. Identify the maximum amount to be offered (up to \$25,000)..... \$ 25,000
4. Describe how the organization will operate without the eliminated/restructured positions and functions. Briefly explain in 250 words or less.

The United States Environmental Protection Agency's (U.S. EPA) Office of Land and Emergency Management (OLEM), Office of Emergency Management (OEM) is reorganizing. The reorganization will reduce the office's geographic footprint and aligning personnel with key field assets.

The EPA is requesting Voluntary Separation Incentive Payments (VSIP) to provide voluntary attrition options to: 1) minimize the impact on employees who may not want to relocate; and 2) reduce costs to the agency (i.e., the agency doesn't have to pay relocation allowances).

Please see attached business case for more information.

5. Provide a current and proposed organizational chart showing the expected changes to the organization's structure after completing the VSIP plan..... ☐ Attached
6. If the agency is requesting, or will request, VERA, briefly describe how that authority will be used in conjunction with VSIP.

Offering VERA with VSIP will be more appealing to impacted employees and will encourage maximum voluntary attrition.

7. If also offering VSIPs under another statutory authority, briefly describe how VSIPs are being used under that authority.

Not applicable.

8. In Columns 1 to 3, identify the specific positions that will be eliminated/restructured by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills and knowledge gaps you are seeking to address. In Column 5, identify the positions or categories of employees to whom the VSIP will be offered in order to achieve the reductions/reshaping specified in columns 1 to 3. **[NOTE: Column 5 may include additional categories of employees beyond those whose positions are directly targeted for elimination/restructuring (i.e., positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated.)] (Attach additional pages as needed)**

Positions to be Eliminated/Restructured				Positions to be Included in the VSIP Offering
(1) Organizational Unit(s)	(2) Geographic Location(s)	(3) Occupational Category (i.e., title, series, grade, and any other position-related factors such as skills or functions)	(4) Indicate whether position(s) will be eliminated or restructured	(5) Scope/Category of employees who will be offered VSIP
Human Resources Department	Washington, DC Dallas, TX	Human Resources Assistant, GS-203-4 (limited to positions performing transactional processing work)	Eliminated	Offer will include all positions identified in columns 1-3. In addition, the offer will include the following positions: GS-203-4 positions in the Services Division, limited to positions that perform transactional processing work, and further limited to those who are currently eligible for early or regular optional retirement.
				Please see attachment "EPA OLEM OEM Targeted Positions"

Agency:

Agency Contact Information & Signature of Requesting Official

Name: Email: Phone:

Name of Requesting Official: Title of Requesting Official:

Signature of Requesting Official
(or attach signed cover memo): _____ Date:

OMB Concurrence (OMB Use Only)

☐ Concur

☐ Do Not Concur

OMB Official's Name: OMB Official's Title:

OMB Official's Signature: _____ Date:

OPM Decision (OPM Use Only)

☐ Approved

☐ Disapproved

VSIP Authorization #: Approval Period: to

Approving Official's Name: Approving Official's Title:

Approving Official's Signature: _____ Date:

Please submit to:

Mailing Address: Deputy Associate Director
Talent Acquisition and Workforce Shaping
U.S. Office of Personnel Management
1900 E Street, NW
Room 6500
Washington, DC 20415

Email: employ@opm.gov

FAX: 202-606-4430

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Request for Voluntary Early Retirement Authority (VERA)

Agency: U.S. Environmental Protection Agency

Covered Component(s): Region 9

1. State the reason(s) why the authority is needed. (Describe the situation that will result in an excess of personnel because of substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.) Briefly explain in 250 words or less.

EPA, Region 9 is requesting VERA/VSIP approval authority through September 30, 2018, to reduce, restructure and reshape the workforce in targeted positions within various divisions and offices according to the following themes: reduce supervisory positions; eliminate and restructure highly-graded non-supervisory positions; and reduce and restructure various positions to meet reduced staffing levels. To achieve workforce reductions to accomplish core program priorities, the region used a narrow strategic approach to identifying positions in each division and office requiring workforce reductions and restructuring.

Region 9 reviewed workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reduction and reshaping to accommodate changes in staffing levels and program priorities. In addition to targeting positions that can be reduced, Region 9 plans to use VERA/VSIP to target positions that could allow the opportunity to reshape positions to address the changing workforce/skill requirements and operate more efficiently. To meet our workforce reduction and restructuring objectives without compromising program commitments, the number of positions scheduled for voluntary separation represents a 2.6% reduction of the region's workforce.

2. Provide the anticipated effective date of the delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described above in item #1..... 11/01/2018
3. Identify the time period during which the agency plans to offer VERA (end date)..... 09/30/2018

For the following items, if you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide numbers for the entire organization.

4. Provide the total number of permanent employees in the agency or covered component(s)..... 692
5. Provide the total number of permanent employees in the agency or covered component(s) that are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation described above in item #1.....
6. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)..... 8
7. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement..... 8
8. Select the types of personnel actions that are anticipated to be necessary without VERA (based on the reason(s) described above in item #1.) (Check all that apply)
- | | |
|---|---|
| <input type="checkbox"/> Downgrades | <input type="checkbox"/> Attrition to mitigate the need for involuntary actions |
| <input type="checkbox"/> Transfers | <input type="checkbox"/> Reassignment of staff to other organizations/functions |
| <input type="checkbox"/> Reduction in Force | <input type="checkbox"/> Other |

Agency:

Agency Contact Information & Signature of Requesting Official (Agency Head or Designee)

Name: Email: Phone:

Requesting Official's Name: Requesting Official's Title:

Requesting Official's Signature (or attach signed cover memo): _____ Date:

OPM Decision (OPM Use Only)

☐ Approved

☐ Disapproved

VERA Authorization #: Approval Period: to

Approving Official's Name: Approving Official's Title:

Approving Official's Signature: _____ Date:

Please submit to:

Mailing Address: Deputy Associate Director
Recruitment and Hiring
U.S. Office of Personnel Management
1900 E Street, NW
Room 6500
Washington, DC 20415

Email: employ@opm.gov

FAX: 202-606-4430

PRINT

SAVE



Request for Voluntary Separation Incentive Payments (VSIP)

Agency: U.S. Environmental Protection Agency

Covered Component(s): Region 9

- | | |
|--|------------|
| 1. Identify the time period during which VSIPs may be paid (end date)..... | 09/30/2018 |
| 2. Identify the maximum number of VSIPs to be paid..... | 18 |
| 3. Identify the maximum amount to be offered (up to \$25,000)..... | \$ 25,000 |
4. Describe how the organization will operate without the eliminated/restructured positions and functions. Briefly explain in 250 words or less.

EPA, Region 9 is requesting VERA/VSIP approval authority through September 30, 2018, to reduce, restructure and reshape the workforce in targeted positions within various divisions and offices according to the following themes: reduce supervisory positions; eliminate and restructure highly-graded non-supervisory positions; and reduce and restructure various positions to meet reduced staffing levels. To achieve workforce reductions to accomplish core program priorities, the region used a narrow strategic approach to identifying positions in each division and office requiring workforce reductions and restructuring.

Region 9 reviewed workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reduction and reshaping to accommodate changes in staffing levels and program priorities. In addition to targeting positions that can be reduced, Region 9 plans to use VERA/VSIP to target positions that could allow the opportunity to reshape positions to address the changing workforce/skill requirements and operate more efficiently. To meet our workforce reduction and restructuring objectives without compromising program commitments, the number of positions scheduled for voluntary separation represents a 2.6% reduction of the region's workforce.

5. Provide a current and proposed organizational chart showing the expected changes to the organization's structure after completing the VSIP plan..... ☐ Attached
6. If the agency is requesting, or will request, VERA, briefly describe how that authority will be used in conjunction with VSIP.

Offering VERA with VSIP will be more appealing to impacted employees and will encourage maximum voluntary attrition.

7. If also offering VSIPs under another statutory authority, briefly describe how VSIPs are being used under that authority.

N/A

8. In Columns 1 to 3, identify the specific positions that will be eliminated/restructured by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills and knowledge gaps you are seeking to address. In Column 5, identify the positions or categories of employees to whom the VSIP will be offered in order to achieve the reductions/reshaping specified in columns 1 to 3. **[NOTE: Column 5 may include additional categories of employees beyond those whose positions are directly targeted for elimination/restructuring (i.e., positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated.)]** **(Attach additional pages as needed)**

Positions to be Eliminated/Restructured				Positions to be Included in the VSIP Offering
(1) Organizational Unit(s)	(2) Geographic Location(s)	(3) Occupational Category (i.e., title, series, grade, and any other position-related factors such as skills or functions)	(4) Indicate whether position(s) will be eliminated or restructured	(5) Scope/Category of employees who will be offered VSIP
Human Resources Department	Washington, DC Dallas, TX	Human Resources Assistant, GS-203-4 (limited to positions performing transactional processing work)	Eliminated	Offer will include all positions identified in columns 1-3. In addition, the offer will include the following positions: GS-203-4 positions in the Services Division, limited to positions that perform transactional processing work, and further limited to those who are currently eligible for early or regular optional retirement.
				Please see attachment "Region 9 Targeted Positions"

Agency:

Agency Contact Information & Signature of Requesting Official

Name: Email: Phone:

Name of Requesting Official: Title of Requesting Official:

Signature of Requesting Official (or attach signed cover memo): _____ Date:

OMB Concurrence (OMB Use Only)

Concur

Do Not Concur

OMB Official's Name: OMB Official's Title:

OMB Official's Signature: _____ Date:

OPM Decision (OPM Use Only)

Approved

Disapproved

VSIP Authorization #: Approval Period: to

Approving Official's Name: Approving Official's Title:

Approving Official's Signature: _____ Date:

Please submit to:

Mailing Address: Deputy Associate Director
Recruitment and Hiring
U.S. Office of Personnel Management
1900 E Street, NW
Room 6500
Washington, DC 20415

Email: employ@opm.gov

FAX: 202-606-4430

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U.S. Environmental Protection Agency, Region 9

Introduction

EPA, Region 9 is requesting VERA/VSIP approval authority through September 30, 2018, to reduce, restructure and reshape the workforce in targeted positions within various divisions and offices according to the following themes: reduce supervisory positions; eliminate and restructure highly-graded non-supervisory positions; and reduce and restructure various positions to meet reduced staffing levels.

To achieve workforce reductions to accomplish core program priorities, the region used a narrow strategic approach to identifying positions in each division and office requiring workforce reductions and restructuring. The region is offering VERA/VSIP for up to 18 positions.

If a position is vacated under VERA/VSIP, the position will either be eliminated or restructured as follows:

- Change from supervisory to non-supervisory.
- Change the grade and/or full performance level.
- Change the series of the position.
- Keep series and grade the same but significantly change the duties and skills of the position.
- Geographic reassignment outside the local commuting area.

If the number of applications received exceeds the total number of VSIPs we can offer in a workforce category, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service). If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

If we cannot reach our workforce reductions in all categories, Region 9 would like to request the flexibility to increase the offer number in one or more categories, if necessary, with the understanding that the overall cap for the Region would not be exceeded.

Workforce Categories and Specific Positions

The workforce categories and specific positions included in the VERA/VSIP plan are identified by position title, occupational series, grade level, duty station, and organization. Unless otherwise noted, the targeted positions are in San Francisco, CA.

Reduce supervisory positions: The region plans to improve the Environmental Management Division's supervisor-to-staff ratio in the Infrastructure Services Branch by abolishing one Supervisory Information Technology Specialist, GS-2210-14 position (this is not an IT Security position).

Reduce highly-graded non-supervisory positions: In the Enforcement Division, reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions.

Reduce and restructure various positions: Reduce and reshape positions to align with authorized staffing levels and focus on core program priorities in the following divisions and offices.

Environmental Management Division. Reduce and restructure positions to accommodate changes in administrative and program priorities in the following areas:

- Reduce and restructure the environmental management system program by abolishing one Environmental Scientist, GS-1301-13 position in the Facilities, Security & Health Section.
- Reduce and restructure the COOP and Security team from three to two positions by abolishing one Physical Security Specialist, GS-080-12 position in the Facilities, Security & Health Section
- Reduce by one Information Technology Specialist (APPS), GS-2210-12 position in the IT Security & Operations Section and restructure the position description to recruit applicants with the new application development skills required by a cloud and data visualization environment (this is not an IT Security position).
- Abolish one Information Technology Specialist (DATAMGT), GS-2210-12 position in the Regional Laboratory, Richmond, CA and reassign technical duties to a chemist/physical scientist/life scientist.
- Consolidate quality assurance program positions within the Quality Assurance Office in San Francisco, CA by abolishing one Environmental Scientist, GS-1301-13 position currently located in Honolulu, HI.
- Reduce and restructure one Grants Program Analyst, GS-1101-13 position in the Grants Management Section. The work of this position will be dispersed and the position will be restructured to perform core grants management responsibilities.

Land Division. Reduce positions to align with authorized staffing levels and focus on core program priorities in the following programs areas:

- One Environmental Protection Specialist, GS-028-13 position in the Toxics Section.
- Two Environmental Engineer/Scientists, GS-819/1301-13 positions in the Zero Waste Section
- One Environmental Protection Specialist, GS-028-13 position in the Pacific Islands Section.
- One Hydrogeologist, GS-1301-12 position in the Underground Storage Tanks Section.

Enforcement Division. Reduce and restructure one Management and Program Analyst GS-343-13 position in the Strategic Branch, Information Management Section to perform program priorities requiring different skills.

Public Affairs Office. Reduce one Audiovisual Production Specialist, GS-1070-13 position.

Water Division. Reduce and restructure financial and administrative positions to perform program and administrative priorities requiring different skills.

- Reduce one Budget Analyst, GS-560-12 position.
- Reduce and restructure one Environmental Protection Assistant, GS-029-8 position.

Information Required for VERA and VSIP Requests

As part of the planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reduction and reshaping to accommodate changes in staffing levels and program priorities. In addition to targeting positions that can be reduced, we plan to use VERA/VSIP to target positions that could allow us the opportunity to reshape positions to address the changing workforce/skill requirements and operate more efficiently.

Region 9 currently employs 692 permanent employees. The workforce reduction plan targets 18 positions, which includes 26 permanent employees of whom 8 are eligible for VERA. The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 8 employees.

To meet our workforce reduction and restructuring objectives without compromising program commitments, the number of positions scheduled for voluntary separation represents a 2.6% reduction of the region's workforce. Without the VERA/VSIP authorities, the region will not be able to achieve workforce reductions before the end of the fiscal year.

Following the conclusion of the VERA/VSIP separations, restructuring plans to reorganize the EMD, Infrastructure Services Branch will be implemented. Workforce vacancies will be evaluated to determine what work can be curtailed or distributed to other positions. Any position vacated by VERA/VSIP that isn't targeted for elimination will be restructured as addressed in the "Introduction" section. Some internal directed reassignments may be needed to realign personnel from non-priority work to perform agency program priorities.

Attachment: Targeted Positions and Cost Spreadsheet

Positions to be Eliminated/Restructured									
(1) Name of Organizational Units	(2) Geographic Location(s)	(3) Occupational Categories (i.e., title, series, grade, and any other position-related factors such as skills or functions)	(4) # of Positions	(5) # VERA eligible	(6) # Optional retirement eligible	(7) MRA+10 retirement eligible	(8) # Not retirement eligible	(9) # VSIP offers	(10) Will the position be eliminated, restructured or a safe position?
EMD, Infrastructure Services Branch	San Francisco, CA	Supervisory Information Technology Specialist, GS-2210-14	2	0	2	0	0	1	Eliminated
Enforcement Division, Immediate Office	San Francisco, CA	Environmental Protection Specialist, GS-028-14/15	2	1	1	0	0	2	Restructured
Water Division	San Francisco, CA	Budget Analyst, GS-560-12	1	0	1	0	0	1	Eliminated
Water Division	San Francisco, CA	Environmental Proteciton Assistant, GS-029-8	1	1	0	0	0	1	Eliminated
EMD, Infrastructure Services Branch, Facilities, Security & Health Section	San Francisco, CA	Environmental Scientist, GS-1301-13	1	1	0	0	0	1	Eliminated
EMD, Infrastructure Services Branch, Facilities, Security & Health Section	San Francisco, CA	Physical Security Specialist, GS-080-12	1	1	0	0	0	1	Eliminated
EMD, Infrastructure Services Branch, IT Security & Operations Section	San Francisco, CA	Information Technology Specialist (APPSW), GS-2210-12	2	1	1	0	0	1	Restructured
EMD, Science Servcies Branch, Regional Laboratory	Richmond, CA	Information Technology Specialist (DATAMGT)	1	0	1	0	0	1	Eliminated
EMD, Science Servcies Branch, Quality Assurance Office	Honolulu, HI	Environmentl Scientist, GS-1301-13	1	0	1	0	0	1	Eliminated
EMD, Grants & Contracts Branch, Grants Management Section	San Francisco, CA	Grants Program Analyst, GS-1101-13	1	0	1	0	0	1	Eliminated
Land Division, Pollution Prevention Branch, Toxics Section	San Francisco, CA	Environmental Protection Specialist, GS-028-13	3	0	2	0	1	1	Eliminated
Land Division, Pollution Prevention Branch, Zero Waste Section	San Francisco, CA	Environmental Engineer / Environmental Scientist, GS-819/1301-13	3	2	1	0	0	2	Eliminated
Land Division, RCRA Branch, Underground Storage Tanks Section	San Francisco, CA	Hydrogeologist, GS-1301-12	1	0	1	0	0	1	Eliminated
Land Division, Communities Branch, Pacific Islands Section	San Francisco, CA	Environmental Protection Specialist, GS-028-13	3	1	1	0	1	1	Eliminated
Enforcement Division, Strategic Planning Branch, Information Management Section	San Francisco, CA	Management & Program Analyst, GS-343-13	2	0	1	0	1	1	Eliminated
ORA Public Affairs Office	San Francisco, CA	Audiovisual Production Specialist, GS-1071-13	1	0	0	1	0	1	Eliminated
		Total =	26	8	14	1	3	18	

Total=

Enter Assumption values in yellow cells.			
Table A – Estimated Direct Costs for VERA/VSIP for Maximum Number of Offers that Would be Accepted			
		Assumptions	FY 2018 Costs
A.	Number of Targeted Positions	18	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances)	18	
C.	Maximum number of offers for VSIP x \$25,000		\$450,000
D.	Assumed average hourly rate based on average grade and step of targeted pool (eg \$58/hr) (enter as whole dollars with no cents)	\$58	
E.	Assumed average hours of annual leave for pay out per person (eg 240 hours)	240	
F.	Annual Leave Pay Out for Maximum number of offers for VERA, Optional Retirement or Resignation {eg Maximum # of offers that would be accepted x Hourly rate based on the average grade and step of the targeted pool x # of annual leave hours per person} (F= B x D x E)		\$250,560
G.	Total Maximum Direct Costs (C + F)		\$700,560

Table B – Estimated Net Payroll Savings for Maximum Number of Offers that Would be Accepted				
		Assumptions	FY 2018 Estimate	FY 2019 Estimate
	Payroll savings for separated employees			
A	Number of Targeted Positions (auto filled in from Table A)	26		
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances) (auto filled in from Table A)	18		
C.	Assumed percentage of FY 2018 after separation (eg number of months after separation/12 months)	8%		
D.	Assumed average annual rate based on average grade and step of targeted pool, including benefits (assume 25% for benefits) (eg \$150,000) (enter as whole dollars with no cents)	\$150,000		
E.	Payroll Savings in FY 2018 for maximum # of offers to be accepted (E= B x C x D)		\$216,000	
F.	Payroll Savings in FY 2019 for maximum # of offers to be accepted (F= B x D)			\$2,700,000
G.	Subtotal Payroll Savings for Separations (E +F)		\$216,000	\$2,700,000

	Payroll Cost for New External Hires for Re-structured Positions	Assumptions	FY 2018 Estimate	FY 2019 Estimate
H.	Number of New Hires brought onboard in FY 2018 from external to the Agency for re-structured positions	0		
I.	Assumed percentage of FY 2018 new hire is onboard (eg number of months onboard/12 months)	0%		
J.	Number of New Hires brought onboard in FY 2019 from external to the Agency for re-structured positions	2		
K.	Assumed percentage of fiscal year the new hire brought onboard in FY 2019 is onboard (eg number of months onboard/12 months)	75%		
L.	Assumed annual rate based on average grade and step of new hires, including benefits (eg assume 25% for benefits) (eg \$150,000) (enter as whole dollars with no cents)	\$150,000		
M.	Payroll in FY 2018 for New Hires that were hired in FY 2018 (M=H x I x L)		\$0	
N.	Payroll in FY 2019 for New Hires that were hired in FY 2018 (N=H x L)			\$0
O.	Payroll in FY 2019 for New Hires that were hired in FY 2019 (O=J x K x L)			\$225,000
P.	Subtotal Payroll Costs for New Hires (M +N + O)		\$0	\$225,000

	Summary for Maximum Number of Offers that Would be Accepted		FY 2018	FY 2019
Q.	Estimated Net Payroll Savings from separations and new hires (Table B: row G - P)		\$216,000	\$2,475,000
R.	Estimated Direct Costs for VSIP and Annual Leave Payout (auto filled in from Table A: row G)		\$700,560	
S.	Estimated Net Cost/Savings in FY 2018 (Q - R)		-\$484,560	

The Honorable Tom Carper
Ranking Member
Committee on Environment
and Public Works
United States Senate
Washington, D.C. 20510

Dear Senator Carper:

Thank you for your letter of September 14, 2017, to the U.S. Environmental Protection Agency (EPA) about our workforce. In your letter, you asked a variety of specific questions about EPA reorganizations, full-time employee (FTE) ceilings and staffing levels, the recent buyout and early-out program as authorized under the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP) authorities, and plans for further workforce reductions. The Administrator asked that I respond on his behalf.

The EPA has initiated a small number of reorganizations since January 20, 2017, none of which were initiated to reduce the agency's workforce. Two reorganizations were made effective on January 22, 2017:

- The agency's regional office in Boston consolidated two branches within their Office of Ecosystem Protection into one branch.
- The Office of Administration and Resources Management's Office of Grants and Debarment consolidated two grants branches into one and reduced the number of grants teams from four to three.

From January 22, 2017 through April 12, 2017, all reorganizations were halted due to the hiring freeze issued by President Trump, with one exception:

- On February 5, 2017, the Office of Administration and Resources Management's Information Resources Management Division, in Research Triangle Park, N.C., converted two existing teams into branches. ~~No employees were moved as a result.~~

Reorganizations were again frozen from June 7, 2017 through September 2, 2017, due to the ongoing buyout and early-out effort. During the brief window from April 12, 2017 to June 7, 2017, when reorganizations were processed, three reorganizations were completed:

- Two new branches were created within the Office of Chemical Safety and Pollution Prevention to meet the increasing demand for the monitoring of bio pesticide ingredients, and risk assessment functions were centralized into one branch.

- The Office of Research and Development's National Risk Management Research Laboratory consolidated divisions and branches, reducing its number of supervisory positions.
- The Office of Water's Office of Wetlands, Oceans and Watersheds was consolidated from three to two divisions. This negated the need to backfill for a retiring Senior Executive Service Division Director.

The EPA has not initiated any reorganizations focused on programmatic changes since it submitted its Fiscal Year FY 2018 budget in late May 2017. However, the EPA briefed House and Senate Appropriations Committee staff on November 15, 2017, regarding three other potential reorganizations, and conducted a follow-up briefing with Senate Appropriations and Senate Environment and Public Works Committee staff on November 29, 2017. One of the reorganizations affects the Administrator's Office (AO) and the Office of Enforcement and Compliance Assistance (OECA) by moving OECA's Office of Environmental Justice and National Environmental Policy Act functions to the AO's Office of Policy. Another reorganization moves the Freedom of Information Act function from the Office of Environmental Information (OEI) to the Office of General Counsel. These two potential reorganizations are currently under formal internal agency review. Also, a third potential reorganization would merge remaining components of OEI with the Office of Administration and Resources Management; it is under development but not yet in the formal review process. As with the reorganizations that have taken effect, none ~~None~~ of these proposed reorganizations were initiated to reduce the agency's workforce.

Enclosed are the agency's FTE ceilings, current workforce levels, departures, and new hires information. As of October 1, 2017, the EPA had 14,285 employees onboard, which is well under the EPA's FTE ceiling of 15,408. Between January 23, 2017 and October 1, 2017, the agency hired 130 new employees and 860 employees separated. Of the 860 employees who separated, 376 of them accepted a voluntary buyout or early-out offer. Also enclosed are the FTE ceilings and employee separations by program office and regional office.

As noted, there have been media reports about the EPA's recent voluntary buyout and early-out offer. The actual number of departures as a result of this offer was much smaller than the maximum number of offers, which follows historical patterns. Generally, in past buyout and early-out efforts, actual departures were approximately one third of the maximum number of offers made available. In our most recent buyout and early-out round, a total of 376 employees separated from the agency, which represents approximately 31% of the 1,226 maximum offers made available. These departures occurred across all 22 regional and program offices. This result is similar to that of two earlier voluntary buyout and early-out rounds the EPA undertook in 2014 and 2015, when 682 employees accepted offers and separated from the agency. These departures occurred across all 22 regional and program offices. Enclosed is a chart that identifies the number of employees who separated by office.

Commented [HL1]: This sentence was moved to better reflect accuracy. The 2017 V/V occurred across 22 regions and program offices. The 2014 and 2015 rounds did not.

The agency's business case for requesting to use the VERA and VSIP authorities for the buyout and early-out program from the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) focused on improving overall efficiency and effectiveness of agency operations. The agency did not conduct an environmental and public health impact

| analysis. Rather, tThe business case included the following general themes: layering to increase our staff to supervisor ratio; consolidating and reducing administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions; restructuring to focus on science, technology, engineering and mathematics (STEM)/programmatic priorities; and consolidating and streamlining functions, activities, and/or reducing the number of our current programs.

The agency's workforce management efforts support our core mission of protecting human health and the environment. As illustrated in the enclosure, the agency analyzed historically rising payroll costs and increasing payroll costs as a percentage of the agency's budget, despite FTE reductions, in making the decision to reduce the EPA workforce. Managing agency payroll costs effectively minimizes the impact on non-payroll resources available to protect human health and the environment. These efforts are consistent with the agency's FY 2018 President's Budget request as well as the draft FY 2018-2022 Strategic Plan, EPA's Draft Agency Reform Plan, and Draft Workforce Reduction Plan, which included using VERA/VSIP authority as necessary. The enclosed draft strategic plan was released for public comment on October 5, 2017. The draft reform plan which contains the draft workforce reduction plan is pre-decisional and deliberative and will be released with the agency's FY 2019 President's Budget Request.

Again, thank you for your letter. If you have further questions, please contact me or your staff may contact Kristien Knapp in the EPA's Office of Congressional and Intergovernmental Relations at (202) 564-3277 or Knapp.Kristien@epa.gov.

Sincerely,

Donna J. Vizian
Principal Deputy Assistant Administrator

Enclosures

Final Buyout and Early-Out Separations by Regional and Program Office in Fiscal Year 2017

AA Ship/Region	Total	Accepted	Withdrew	Not Eligible	Declined	Separated*
AO	14	11		1	2	11
OAR	4	3			1	3
OARM	31	25			6	25
OCFO	17	15			2	15
OCSPP	15	10		2	3	10
OECA	48	39	1		8	39
OEI	17	16			1	16
OGC	2	2				2
OITA	3	2			1	2
OLEM	20	15	1		4	15
ORD	32	29	1		2	29
OW	24	18	1		5	18
Region 1	27	20			7	20
Region 10	7	5			2	5
Region 2	9	7		1	1	7
Region 3	59	41	6	1	11	41
Region 4	28	19	1	4	4	19
Region 5	32	28	1		3	28
Region 6	39	29	3	1	6	29
Region 7	33	29			4	29
Region 8	4	2		2		2
Region 9	15	11	1		2	11
Total	480	376	16	12	75	376

EPA Employees On Board as of October 1, 2017¹	
Program/Regional Office	Employees
Office of the Administrator	355
Office of Enforcement and Compliance Assurance	671
Office of General Counsel	229
Office of International and Tribal Affairs	72
Office of the Chief Financial Officer	293
Office of Environmental Information	319
Office of Administration and Resources Management	659
Office of Water	556
Office of Land and Emergency Management	480
Office of Air and Radiation	1113
Office of Chemical Safety and Pollution Prevention	987
Office of Research and Development	1616
Region 1	530
Region 2	764
Region 3	781
Region 4	887
Region 5	1029
Region 6	711
Region 7	475
Region 8	512
Region 9	715
Region 10	531
EPA	14285

¹ This table does not include Experts, Consultants, and Advisory Committee members (Pay Plan codes: ED, EF, and EH). These intermittent employees total 613. The number of employees on board in the Office of Inspector General totals 269.

In order to facilitate strategic human capital planning in Fiscal Year 2018 and Fiscal Year 2019, the Office of Personnel Management (OPM) is working with the Office of Management and Budget (OMB) to gather information on your planning and use of voluntary separation incentive payments (VSIP) and voluntary early retirement authority, and reduction in force (RIF). OPM needs this information to better assess the status of implementation, take-up rate, and effectiveness of these workforce reduction tools.

Accordingly, please provide the following information to OPM at [[HYPERLINK "mailto:employ@opm.gov"](mailto:employ@opm.gov)] no later than **April 16, 2018**:

1. Any plans your agency may have to make new VERA/VSIP requests during FY18;

One draft request for VERA/VSIP was submitted to OPM/OMB on March 15, 2018. The request was based on consolidation of HR operations occurring at non-EPA-owned office space located in Las Vegas, Nevada into HR operations that are located at EPA owned space in NC and OH. It also includes ORD subcomponents where the work has also been transferred or will be transferred to owned space. The agency may leverage the authorities for additional, office-specific requests in FY18.

2. The underlying basis or need for the VERA/VSIP reshaping/reduction tool (e.g., in response to M-17-22, general strategic planning, a response to a reshaping initiative specific to an occupation or skills imbalance, and/or known and/or current budget shortfalls, etc.).

As a result of efficiency efforts and space savings, the agency will vacate leased space in Las Vegas by September 30, 2018. All impacted personnel at the Las Vegas locations will receive management-directed reassignments to EPA-owned space in locations outside the local commuting area (i.e., geographic relocation).

3. How your agency has used any current VERA/VSIP authorities in place, i.e., how many VERA/VSIPs have been offered and accepted should we say since April 2017?;

VERA #2017-003, expired 10/31/17

VSIP #2017-018, expired 10/31/17

VERA/VSIP	Proposed				Results	
	Targeted	Max Offers	Restructure	Eliminate	Applied	Separated
AO	139	65	64	1	14	11

OAR	67	20	5	15	4	3
OARM	154	98	84	14	31	25
OCFO	160	27	7	20	17	15
OCSPP	68	50	47	3	15	10
OECA	506	51	25	26	48	39
OEI	180	30	30	0	17	16
OGC	3	2	1	1	2	2
OITA	6	5	5	0	3	2
OLEM	219	94	94	0	20	15
ORD	296	183	183	0	32	29
OW	391	30	15	15	24	18
Region 1	112	36	25	11	27	20
Region 2	105	30	15	15	9	7
Region 3	411	159	124	35	59	41
Region 4	26	25	15	10	28	19
Region 5	182	79	71	8	32	28
Region 6	217	147	147	0	39	29
Region 7	168	45	45	0	33	29
Region 8	48	8	7	1	4	2
Region 9	167	23	23	0	15	11
Region 10	44	19	17	2	7	5
Total	3669	1226	1049	177	480	376

4. A general description of the effectiveness of the VERA/VSIP tool in accomplishing your agency's workforce reduction objectives;

The business case included the following general themes: layering to increase our staff to supervisor ratio; consolidating and reducing administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions; restructuring to focus on science, technology, engineering and mathematics (STEM)/programmatic priorities; and consolidating and streamlining functions, activities, and/or reducing the number of our current programs. A total of 376 employees separated from the agency, which represents approximately 31% of the 1,226 maximum offers made available. The agency is documenting that all VERA/VSIP vacated positions were eliminated or properly restructured in alignment with the business case.

5. Any planned or anticipated need to conduct a Reduction In Force in your agency during FY18.

No.

Thank you in advance for your cooperation in this effort. If you have questions concerning this request, please address questions to [HYPERLINK "mailto:Mike.Mahoney@opm.gov"].

Kimberly A. Holden
Deputy Associate Director
Talent Acquisition and Workforce Shaping
Office of Personnel Management
Employee Services
1900 E Street N.W.
Washington, DC 20415
Room 6500 AJ
(202) 418-3218
[HYPERLINK "mailto:Kimberly.Holden@opm.gov"]



REORGANIZATION PROPOSAL

*The Reorganization Proposal form must be completed, **signed by your Assistant Administrator/Regional Administrator**, and submitted to Troy Boxton, OARM, Office of Human Resources, Policy, Planning and Training Division and to your designated HR Shared Service Center Representative via **email and hardcopy** for review. Please complete this form in its entirety and submit with all required documents and approvals; forms are available at [[HYPERLINK "http://intranet.epa.gov/ohr/programs/reorg/start.htm"](http://intranet.epa.gov/ohr/programs/reorg/start.htm)]. If you have any questions regarding completion of this form, please see page 2 for Troy's contact information.*

A. CONCISE STATEMENT OF CHANGE

1. Provide an executive summary that succinctly explains the proposed change(s) (one paragraph or less).

2. Describe the title(s) of the unit(s) affected.

This reorganization will:

3. Explain the change purpose (e.g., whether the change is due to a new legislative authority, new program authority or shifts in program emphasis).

4. Discuss the progress to date based on communications with level approvers and discussions with stakeholders, unions, SSCs, etc.

5. Describe the benefits of this change(s) to the agency (e.g., increased accountability, enhanced communication and coordination, improved efficiency).

6. Is there an impact between AA/RA offices, between offices within an AA office or between Regional divisions?

B. ANALYSIS OF IMPACT ON PERSONNEL

1. Will there be an impact on the supervisor-to-staff ratio at the AAship/RAship level? (Contact your HRO/PMO for the current ratio). ☐ No ☐ Yes

(Marvin's task)

If yes, please explain and include your present AAship/RAship supervisor-to-staff ratio and the proposed AAship/RAship supervisor-to-staff ratio _____.

2. Will this proposed reorganization: (a) Eliminate positions; (b) Cause a reduction in force; (c) Change how positions are graded; (d) Add new functional units; or (e) Support a VERA/VSIP? ☐ No ☐ Yes

If yes, please explain.

3. Will there be an impact on the diversity of the organization? ☐ No ☐ Yes

If yes, please explain.



REORGANIZATION PROPOSAL

C. ADMINISTRATIVE ISSUES *(Failure to address all administrative issues may result in a delay in the implementation of the reorganization.)*

1. Will there be any physical moves of staff? ☐ No ☐ Yes

If not, then we can use language like this as boilerplate:

Management is not planning any physical moves of staff associated with this reorganization. If that should change, management will reach out to its union partners to consult with them as reflected in the collective bargaining unit and associated generic move agreements.

2. Will new space be required? ☐ No ☐ Yes

If so, have all technical (computer, telecommunications, etc.) needs been assessed?

3. Will the reorganization require new information systems/technologies, or significant changes to existing ones, and (if so) has it been acquired? ☐ No ☐ Yes

If yes, please explain.

4. Will there be any budgetary impacts? **If yes, please explain in detail.** ☐ No ☐ Yes

If not, then we can use language like this as boilerplate:

The resources associated with this function (both FTE and financial) will move from OEI to OGC.

D. EPA DIRECTIVES

1. Will any Delegations of Authority, Orders or Manuals be affected? ☐ No ☐ Yes

We can identify any delegations which may need to be changed here, and revise them after. (If the only changes are to the reporting relationships, we may be able to do these easily as “administrative changes”)

E. ATTACHMENTS *(Use the forms provided)*

1. Staffing Plan Crosswalk *(Use Staffing Plan Template)*. Contact your servicing HR SSC for information *(Do not include social security numbers)*.

Please see attached document (Marvin’s task)

2. Current Organizational Chart.

Please see attached document (Marvin’s task)

3. Proposed Organizational Chart *(Must include all organization levels)*.

Please see attached document (Marvin’s task)



REORGANIZATION PROPOSAL

4. Current Functional Statement.

Please see attached document (Marvin's task)

5. Proposed Functional Statement (*Must include all reporting levels*).

Please see attached document (Marvin's task- based on input from OGC)

Assistant Administrator/Regional Administrator Approval

Name:

Title:

Signature:

Date:

Human Resources Office/Program Management Office Reviewed

Name:

Title:

Signature:

Date:

RTP Human Resources Shared Service Center Approval (Certifies Receipt of this Package)

Name:

Title:

Signature:

Date:

Cincinnati Human Resources Shared Service Center Approval (Certifies Receipt of this Package)

Name:

Title:

Signature:

Date:

VERA/VSIP Business Case Template

Region or Program Office: _____

Business Case

A brief, two-page (no more than three) summary that describes the circumstances leading to the request (e.g. efficiency/restructuring/reshaping, etc.). Your business case must include a detailed summary of the program/region personnel and/or budgetary situation that will result in an excess of personnel due to workforce restructuring or reshaping. Remember:

- A VERA and/or VSIP can only be authorized based on known decisions or circumstances (vs. an uncertain or possible scenario).
- Do not include continuing or mandatory positions.
- Do not include GS-2210 IT Security Positions (due to governmentwide direct hire authority).
- Have your organization's senior manager(s) get concurrence from the PDAA or DAA of OARM before including SES/SL/ST positions.

In developing the business case, use workforce planning and analysis to identify key personnel-related issues that affect the organization's present and future ability to perform its missions, including:

- Surplus positions due to the reorganized, reduced, or redirected mission; and
- Positions still needed to perform the agency's work.

The organization should review and evaluate how the workforce supports the agency's mission.

Prioritize mission requirements or what the workforce needs to do to fulfill its mission. In this review process, consider:

- Current and emerging mission requirements (including technology changes);
- Positions (by series, grade and location) that are required to perform the current and emerging mission;
- Knowledge, skills, and abilities needed for current and future positions;
- Current and projected education levels, training, and/or cross-training required for current and future positions that will perform the mission;
- Positions (by series, grade, and location) that do not support the reshaped, reorganized, reduced, or unfunded mission;
- Current and projected attrition and turnover rates (including retirement eligibility over at least the next one to five years);
- Current and projected accession rates;

This information will help to shape the mixture of positions and structure of the organization that will support the new priorities.

You may choose to organize your business case around themes. VERA/VSIP themes from the past include:

- Delaying to increase supervisor to staff ratio;
- Consolidation or reduction of administrative or support functions;
- Restructuring or reducing highly graded supervisory and non-supervisory positions;
- Restructuring to focus on core business functions (administrative support);
- Restructuring to focus on STEM/programmatic priorities;
- Consolidating and streamlining functions/activities/reduce number of programs;

- Reshape the (grants, HR, IT, administrative workforce, etc.) workforce;
- Increase the number of positions with (community outreach skills, negotiation skills, legal analysis, foreign language fluency, etc.) skills;
- Correct significant competency gaps by creating a limited number of vacancies to recruit staff with critical knowledge, skills and abilities to create a higher-performing organization; and
- Implement a strategic workforce succession plan to ensure mission critical positions are filled.

Information Required for VERA and VSIP Requests

- Identification of positions and functions to be restructured or eliminated (identified by organizational unit, geographic location, occupational category, grade levels and any other factors related to the positions). Information in the business case should be high level because specific position information will be provided in the targeted position spreadsheet.
- A description of how the program/region will operate without the eliminated/restructured positions.
- An explanation of how VSIP will be used in conjunction with VERA.

VSIP-Specific Information

- A description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility). Information in the business case should be high level because specific position information will be provided in the targeted position spreadsheet.
- The number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved).
- A proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the incentive payments.

VERA-Specific Information

- Provide the total number of non-temporary employees in the agency or component of the agency undergoing change.
- Provide the total number of non-temporary employees in the program/region who may be involuntarily separated, downgraded, transferred, or reassigned because of the situation.
- Verify the total number of employees in the agency or component who are eligible for early retirement. Exclude all employees who are eligible for optional retirement.
- Include this statement: "The estimate of the total number of employees in the agency/organization who are expected to take early retirement is _____."
- Provide a description of the types of personnel actions anticipated as a result of the program/region's need for VERA (e.g., details, reassignments, etc.). This information need not be comprehensive. It should, however, be detailed enough to show how VERA will assist you in accomplishing your restructuring, reshaping, and/or downsizing plans--and the personnel actions you expect to take in concert with VERA to accomplish your goals.

Attachments

1. Org chart(s) (must be included even if no change)
2. Targeted Positions and Costs Template

<i>Las Vegas Estimates-ORD and OARM</i>			3/5/2018
Table A – Estimated Direct Costs for VERA/VSIP for Maximum Number of Offers that Would be Accepted			
		Assumptions	FY 2018 Costs
A.	Number of Targeted Positions	49	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances)	49	
C.	Maximum number of offers for VSIP x \$25,000		\$1,225,000
D.	Annual Leave Pay Out for Maximum number of offers for VERA, Optional Retirement or Resignation (Estimate as of 3/3/18)		\$504,827
E.	Total Maximum Direct Costs (C + D)		\$1,729,827

Table B – Estimated Net Payroll Savings for Maximum Number of Offers that Would be Accepted				
		Assumptions	FY 2018 Estimate	FY 2019 Estimate
	Payroll savings for separated employees			
A	Number of Targeted Positions (from Table A)	49		
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances) (from Table A)	49		
C.	Payroll Savings in FY 2018 for maximum # of offers to be accepted (assumes 50 positions vacant for 3 months in FY18 x salary including 25% benefits)		\$1,681,969	
D.	Payroll Savings in FY 2019 for maximum # of offers to be accepted (assumes 50 positions vacant for 12 months in FY19 x salary including 25% benefits)			\$6,727,875
E.	<i>Subtotal Payroll Savings for Separations (C + D)</i>		<i>\$1,681,969</i>	<i>\$6,727,875</i>

Summary for Maximum Number of Offers that Would be Accepted				
			FY 2018	FY 2019
F.	Estimated Net Payroll Savings from separations and new hires (from Table B: row E)		\$1,681,969	\$6,727,875
G.	Estimated Direct Costs for VSIP and Annual Leave Payout (from Table A: row E)		\$1,729,827	
H.	Estimated Net Cost/Savings in FY 2018 (F - G)		-\$47,858	

	Number of employees	average salary	weighted average of 49
ORD-PHS	1		
ORD	32	\$116,874.88	
OARM	17	\$96,606.12	
			\$109,842.86 annual
			\$52.63 per hour
			\$137,303.57 annual +25% benefits

	Number of employees	average annual leave bal	weighted average of 49
ORD-PHS	1		
ORD	32	203	
OARM	17	160	
			188

	Number of employees	VSIP	Max Actual Annual Leave \$ as of 3/3/18	Act Pay savings incl 25% benefits for 3 months in FY18	Act Pay savings incl 25% benefits for 12 months in FY19
ORD-PHS	1	\$0.00			
ORD	32	\$800,000.00	\$363,967.41	\$1,168,748.75	\$4,674,995.00
OARM	17	\$425,000.00	\$140,859.29	\$513,220.00	\$2,052,880.00
total	50	\$1,225,000.00	\$504,826.70	\$1,681,968.75	\$6,727,875.00

Cell: C3

Comment: Remmers, Janet:
excluded PHS

The Honorable Tom Carper
Ranking Member
Committee on Environment
and Public Works
United States Senate
Washington, D.C. 20510

Dear Senator Carper:

Thank you for your letter of September 14, 2017, to the U.S. Environmental Protection Agency (EPA) about our workforce. In your letter, you asked a variety of specific questions about EPA reorganizations, full-time employee (FTE) ceilings and staffing levels, the recent buyout and early-out program as authorized under the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP) authorities, and plans for further workforce reductions. The Administrator asked that I respond on his behalf.

From January 22, 2017 through April 12, 2017, all reorganizations were halted due to the hiring freeze issued by President Trump. Reorganizations were again frozen from June 7, 2017 through September 2, 2017, due to the ongoing buyout and early-out effort. During the brief window from April 12, 2017 to June 7, 2017, when reorganizations were processed, three reorganizations were completed:

- Within the Office of Chemical Safety and Pollution Prevention, two new branches were created to meet increasing demand for the monitoring of bio pesticide ingredients, and risk assessment functions were centralized into one branch.
- The Office of Research and Development's National Risk Management Research Laboratory consolidated divisions and branches, reducing its number of supervisory positions.
- The Office of Water's Office of Wetlands, Oceans and Watersheds consolidated from three to two divisions as a result of losing one Senior Executive Service Division Director position.

The EPA has not initiated any reorganizations focused on programmatic changes since it submitted its Fiscal Year FY 2018 budget in late May 2017. However, the EPA briefed House and Senate Appropriations Committee staff on November 15, 2017, regarding other potential reorganizations and conducted a follow-up briefing with Senate Appropriations and Senate Environment and Public Works Committee staff on November 29, 2017. These reorganizations are currently under formal internal agency review and none were initiated to reduce the agency's workforce.

Your letter seeks information about the agency's FTE ceilings, current workforce levels, departures, and new hires. As of October 1, 2017, the EPA has 14,285 employees onboard, which is well under the EPA's FTE ceiling of 15,408. Since the federal hiring freeze took effect on January 23, 2017, the agency has hired 130 new employees and 860 employees have separated from their employment at the EPA through October 1, 2017. Of the 860 employees who have separated from the agency during this timeframe, 376 of them accepted a voluntary buyout or early-out offer. In response to your request, the EPA compiled graphs and lists detailing FTE ceilings and employee separations by program office and regional office, which are enclosed.

Commented [KD1]: The enclosures do not include a table by p/p by rpio for current workforce levels or the 130 new hires as requested in questions 3 and 5 of the 9/14/17 incoming letter. Please confirm that this information is not readily available and note statement in next to last paragraph saying "In the future, the agency can pursue the additional program project are data requested."

As you note, there have been media reports about the voluntary buyout and early-out program that the EPA recently completed. While it is true that the EPA did complete a buyout and early-out program in late FY17, the actual number of departures was much smaller than the maximum number of offers that were made available to employees. This follows historical patterns. Generally, in past buyout and early-out efforts, actual departures were approximately one third of the maximum number of offers made available. In our most recent buyout and early-out round, a total of 376 employees separated from the agency, which represents approximately 31% of the 1,226 maximum offers made available. These departures occurred across all 22 regional and program offices. Enclosed is a chart that identifies the number of employees who separated by office.

The agency's business case for requesting to use the VERA and VSIP authorities for the buyout and early-out program from the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) focused on improving overall efficiency and effectiveness. Our justification for greater efficacy included the following general themes: delayering to increase our staff to supervisor ratio; consolidation and reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on science, technology, engineering and mathematics (STEM)/ programmatic priorities; and consolidating and streamlining functions, activities, and/or reducing the number of our current programs.

The agency's workforce management efforts support our core mission of protecting human health and the environment, and not on activities beyond the scope of the EPA's regulatory authority or those that can be led by state and local partners. As illustrated in the enclosure, the agency analyzed historically rising payroll costs and increasing payroll costs as a percentage of the agency's budget, despite FTE reductions, in making the decision to reduce the EPA workforce. Managing agency payroll costs effectively minimizes the impact on non-payroll resources available to protect human health and the environment for all Americans. These efforts are consistent with the agency's FY 2018 President's Budget request as well as the draft FY 2018-2022 Strategic Plan, EPA's Draft Agency Reform Plan, and Draft Workforce Reduction Plan, which included using VERA/VSIP authority as necessary. The draft strategic plan released for public comment on October 5, 2017 is enclosed; however, the draft reform plan is pre-decisional and deliberative and will be released with the agency's FY 2019 President's Budget Request.

Commented [KD2]: DK suggested draft language to respond to questions 8 and 9 in the 9/14/2017 incoming letter per feedback received. Feel free to revise as needed. First sentence incorporates language from 2018 QFR. Specifically, please weigh in on response to analysis conducted and including reorg data. OARM can add advise if attaching the draft Workforce Reduction plan would be controversial, add/revise language re: draft Workforce Reduction plan, and perhaps weave in hiring freeze, attrition in addition to using V/V, as necessary, if appropriate. OCFO is ok with analysis referenced in response and attaching the payroll cost chart.

The agency's next report will provide updated information through the end of the first quarter of FY 2018 and then quarterly thereafter as requested. In the future, the agency can pursue the additional program project area data requested.

Again, thank you for your letter. If you have further questions, please contact me or your staff may contact Kristien Knapp in the EPA's Office of Congressional and Intergovernmental Relations at (202) 564-3277 or Knapp.Kristien@epa.gov.

Sincerely,

Donna J. Vizian
Principal Deputy Assistant Administrator

Enclosures

Final Buyout and Early-Out Separations by Regional and Program Office in Fiscal Year 2017

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OGC	2	2				2
OTIA	3	2			1	2
OLEM	20	15	1		4	15
ORD	32	29	1		2	29
OW	24	18	1		5	18
Region 1	27	20			7	20
Region 10	7	5			2	5
Region 2	9	7		1	1	7
Region 3	59	41	6	1	11	41
Region 4	28	19	1	4	4	19
Region 5	32	28	1		3	28
Region 6	39	29	3	1	6	29
Region 7	33	29			4	29
Region 8	4	2		2		2
Region 9	15	11	1		2	11
Total	480	376	16	12	75	376

EPA Employees Onboard as of October 1, 2017¹	
Program/Regional Office	Employees
Office of the Administrator	355
Office of Enforcement and Compliance Assurance	671
Office of General Counsel	229
Office of International and Tribal Affairs	72
Office of the Chief Financial Officer	293
Office of Environmental Information	319
Office of Administration and Resources Management	659
Office of Water	556
Office of Land and Emergency Management	480
Office of Air and Radiation	1113
Office of Chemical Safety and Pollution Prevention	987
Office of Research and Development	1616
Region 1	530
Region 2	764
Region 3	781
Region 4	887
Region 5	1029
Region 6	711
Region 7	475
Region 8	512
Region 9	715
Region 10	531
EPA	14285

¹ This table does not include Experts, Consultants, and Advisory Committee members (Pay Plan codes: ED, EF, and EH). These intermittent employees total 613. The number of employees onboard in the Office of Inspector General totals 269.



REORGANIZATION PROPOSAL

The Reorganization Proposal form must be completed, signed by your Assistant Administrator/Regional Administrator, and submitted to Troy Boxton, OARM, Office of Human Resources, Policy, Planning and Training Division and to your designated HR Shared Service Center Representative via email and hardcopy for review. Please complete this form in its entirety and submit with all required documents and approvals; forms are available at [HYPERLINK "<http://intranet.epa.gov/ohr/programs/reorg/start.htm>"]. If you have any questions regarding completion of this form, please see page 2 for Troy's contact information.

A. CONCISE STATEMENT OF CHANGE

1. Provide an executive summary that succinctly explains the proposed change(s) (one paragraph or less).

This reorganization relocates the FOIA staff from the FOIA, Libraries & Accessibility Division of the Office of Enterprise Information Programs within the Office of Environmental Information to the Office of General Counsel. Within OGC, these staff will be part of the FOIA Operations and Implementation Team and will join with the FOIA Expert Assistance Team (FEAT) Office to create a new National FOIA Office.

2. Describe the title(s) of the unit(s) affected.

FOIA, Libraries & Accessibility Division
FOIA Expert Assistance Team (FEAT) Office

3. Explain the change purpose (e.g., whether the change is due to a new legislative authority, new program authority or shifts in program emphasis).

The purpose of this change is to co-locate the FOIA program staff and the FOIA Expert Assistance Team staff under a single office. This is expected to create efficiencies and improve the effectiveness of the agency's FOIA Program.

4. Discuss the progress to date based on communications with level approvers and discussions with stakeholders, unions, SSCs, etc.

EPA's Chief of Staff has discussed this proposal with the Acting Deputy Administrator, the Acting Assistant Administrator for OEI, the Acting General Counsel, and the Acting Assistant Administrator for OARM. In addition, the Chief of Staff and Acting Assistant Administrator for OARM have consulted with OCFO and OCIR regarding potential Congressional interest and responsibilities, and held an informal discussion with key Congressional staff on September 29, 2017. The Acting General Counsel had consulted with the Director of the FEAT. A briefing for the relevant unions and outreach to impacted staff will be done at the earliest possible time.

5. Describe the benefits of this change(s) to the agency (e.g., increased accountability, enhanced communication and coordination, improved efficiency).

This reorganization will significantly increase the effectiveness and visibility of the National FOIA Program, by bringing together the team setting FOIA policies and procedures for the agency with the legal experts in FOIA processing at EPA. The reorganization will also increase accountability by placing all FOIA-related program and legal responsibilities under the Office of



REORGANIZATION PROPOSAL

General Counsel. Finally, the reorganization will increase collaboration, improve the efficiency of EPA's programmatic FOIA work and delivery of critical legal advice, and provide agency stakeholders with a clear understanding of which office to turn to when they need FOIA-related assistance.

6. Is there an impact between AA/RA offices, between offices within an AA office or between Regional divisions?

Yes. Five FTE (four of which are currently encumbered) will be move from OEI to OGC. Two grantees working under the Senior Environmental Employees program will also move from OEI to OGC. In addition, the Chief of Staff has authorized the re-distribution of five FTE from outside of OGC to the new office once the reorganization has occurred.

B. ANALYSIS OF IMPACT ON PERSONNEL

1. Will there be an impact on the supervisor-to-staff ratio at the AAship/RAship level? (Contact your HRO/PMO for the current ratio). ☐ No ☒ Yes

If yes, please explain and include your present AAship/RAship supervisor-to-staff ratio _____ and the proposed AAship/RAship supervisor-to-staff ratio _____.

This reorganization will have only minor impacts on supervisor-to-staff ratios. Within OEI the supervisor-to-staff ratio will change from 1:6.8 to 1:6.9. Similarly, within OGC the supervisor-to-staff ratio will change from 1:9.4 to 1:9.3

2. Will this proposed reorganization: (a) Eliminate positions; (b) Cause a reduction in force; (c) Change how positions are graded; (d) Add new functional units; or (e) Support a VERA/VSIP? ☒ No ☐ Yes

If yes, please explain.

3. Will there be an impact on the diversity of the organization? ☒ No ☐ Yes

If yes, please explain.

C. ADMINISTRATIVE ISSUES *(Failure to address all administrative issues may result in a delay in the implementation of the reorganization.)*

1. Will there be any physical moves of staff? ☐ No ☒ Yes

Ideally, yes. OGC would like to move the incoming OEI staff to space near the existing OGC space. Any physical movement of employees will occur in accordance with the generic move agreement made with our union partners.

2. Will new space be required? ☐ No ☒ Yes

OGC will work with staff in the Facilities Management & Services Division to explore the availability of new space for the incoming staff.



REORGANIZATION PROPOSAL

3. Will the reorganization require new information systems/technologies, or significant changes to existing ones, and (if so) has it been acquired? ☒ No ☐ Yes

If so, have all technical (computer, telecommunications, etc.) needs been assessed?

4. Will there be any budgetary impacts? **If yes, please explain in detail.** ☐ No ☒ Yes

The resources associated with this function (both FTE and financial) will move from OEI to OGC.

D. EPA DIRECTIVES

1. Will any Delegations of Authority, Orders or Manuals be affected? ☒ No ☒ Yes

Delegation 1-19, Directives, will be updated to authorize the General Counsel to issue agency directives related to the agency's FOIA obligations and remove such authority from the Chief Information Officer.

Delegation 1-30, Freedom of Information, will be updated to reflect the new National FOIA Office.

Delegation 1-84, Information Resources Management, will be updated to reflect the new National FOIA Office.

E. ATTACHMENTS *(Use the forms provided)*

1. Staffing Plan Crosswalk *(Use Staffing Plan Template)*. Contact your servicing HR SSC for information *(Do not include social security numbers)*.

Please see attached document

2. Current Organizational Chart.

Please see attached document

3. Proposed Organizational Chart *(Must include all organization levels)*.

Please see attached document

4. Current Functional Statement.

Please see attached document

5. Proposed Functional Statement *(Must include all reporting levels)*.

Please see attached document

Assistant Administrator/Regional Administrator Approval



REORGANIZATION PROPOSAL

Name:

Title:

Signature:

Date:

Human Resources Office/Program Management Office Reviewed (OGC)

Name:

Title:

Signature:

Date:

RTP Human Resources Shared Service Center Approval (Certifies Receipt of this Package)

Name:

Title:

Signature:

Date:



Request for Voluntary Early Retirement Authority (VERA)

Agency: U.S. Environmental Protection Agency

Covered Component(s): Region 9

1. State the reason(s) why the authority is needed. (Describe the situation that will result in an excess of personnel because of substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.) Briefly explain in 250 words or less.

EPA, Region 9 is requesting VERA/VSIP approval authority through September 30, 2018, to reduce, restructure and reshape the workforce in targeted positions within various divisions and offices according to the following themes: reduce supervisory positions; eliminate and restructure highly-graded non-supervisory positions; and reduce and restructure various positions to meet reduced staffing levels. To achieve workforce reductions to accomplish core program priorities, the region used a narrow strategic approach to identifying positions in each division and office requiring workforce reductions and restructuring.

Region 9 reviewed workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reduction and reshaping to accommodate changes in staffing levels and program priorities. In addition to targeting positions that can be reduced, Region 9 plans to use VERA/VSIP to target positions that could allow the opportunity to reshape positions to address the changing workforce/skill requirements and operate more efficiently. To meet our workforce reduction and restructuring objectives without compromising program commitments, the number of positions scheduled for voluntary separation represents a 2.6% reduction of the region's workforce.

2. Provide the anticipated effective date of the delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described above in item #1..... 11/01/2018
3. Identify the time period during which the agency plans to offer VERA (end date)..... 09/30/2018

For the following items, if you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide numbers for the entire organization.

4. Provide the total number of permanent employees in the agency or covered component(s)..... 692
5. Provide the total number of permanent employees in the agency or covered component(s) that are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation described above in item #1..... 18
6. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)..... 8
7. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement..... 8
8. Select the types of personnel actions that are anticipated to be necessary without VERA (based on the reason(s) described above in item #1.) (Check all that apply)
- | | |
|---|---|
| <input type="checkbox"/> Downgrades | <input type="checkbox"/> Attrition to mitigate the need for involuntary actions |
| <input type="checkbox"/> Transfers | <input type="checkbox"/> Reassignment of staff to other organizations/functions |
| <input type="checkbox"/> Reduction in Force | <input type="checkbox"/> Other |

Agency:

Agency Contact Information & Signature of Requesting Official (Agency Head or Designee)

Name: Email: Phone:

Requesting Official's Name: Requesting Official's Title:

Requesting Official's Signature (or attach signed cover memo): _____ Date:

OPM Decision (OPM Use Only)

☐ Approved

☐ Disapproved

VERA Authorization #: Approval Period: to

Approving Official's Name: Approving Official's Title:

Approving Official's Signature: _____ Date:

Please submit to:

Mailing Address: Deputy Associate Director
Recruitment and Hiring
U.S. Office of Personnel Management
1900 E Street, NW
Room 6500
Washington, DC 20415

Email: employ@opm.gov

FAX: 202-606-4430

PRINT

SAVE

U.S. Environmental Protection Agency, Region 9

Introduction

EPA, Region 9 is requesting VERA/VSIP approval authority through September 30, 2018, to reduce, restructure and reshape the workforce in targeted positions within various divisions and offices according to the following themes: reduce supervisory positions; eliminate and restructure highly-graded non-supervisory positions; and reduce and restructure various positions to meet reduced staffing levels.

To achieve workforce reductions to accomplish core program priorities, the region used a narrow strategic approach to identifying positions in each division and office requiring workforce reductions and restructuring. The region is offering VERA/VSIP for up to 18 positions.

If a position is vacated under VERA/VSIP, the position will either be eliminated or restructured as follows:

- Change from supervisory to non-supervisory.
- Change the grade and/or full performance level.
- Change the series of the position.
- Keep series and grade the same but significantly change the duties and skills of the position.
- Geographic reassignment outside the local commuting area.

If the number of applications received exceeds the total number of VSIPs we can offer in a workforce category, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service). If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

If we cannot reach our workforce reductions in all categories, Region 9 would like to request the flexibility to increase the offer number in one or more categories, if necessary, with the understanding that the overall cap for the Region would not be exceeded.

Workforce Categories and Specific Positions

The workforce categories and specific positions included in the VERA/VSIP plan are identified by position title, occupational series, grade level, duty station, and organization. Unless otherwise noted, the targeted positions are in San Francisco, CA.

Reduce supervisory positions: The region plans to improve the Environmental Management Division's supervisor-to-staff ratio in the Infrastructure Services Branch by abolishing one Supervisory Information Technology Specialist, GS-2210-14 position (this is not an IT Security position).

Reduce highly-graded non-supervisory positions: In the Enforcement Division, reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions.

Reduce and restructure various positions: Reduce and reshape positions to align with authorized staffing levels and focus on core program priorities in the following divisions and offices.

Environmental Management Division. Reduce and restructure positions to accommodate changes in administrative and program priorities in the following areas:

- Reduce and restructure the environmental management system program by abolishing one Environmental Scientist, GS-1301-13 position in the Facilities, Security & Health Section.
- Reduce and restructure the COOP and Security team from three to two positions by abolishing one Physical Security Specialist, GS-080-12 position in the Facilities, Security & Health Section
- Reduce by one Information Technology Specialist (APPS), GS-2210-12 position in the IT Security & Operations Section and restructure the position description to recruit applicants with the new application development skills required by a cloud and data visualization environment (this is not an IT Security position).
- Abolish one Information Technology Specialist (DATAMGT), GS-2210-12 position in the Regional Laboratory, Richmond, CA and reassign technical duties to a chemist/physical scientist/life scientist.
- Consolidate quality assurance program positions within the Quality Assurance Office in San Francisco, CA by abolishing one Environmental Scientist, GS-1301-13 position currently located in Honolulu, HI.
- Reduce and restructure one Grants Program Analyst, GS-1101-13 position in the Grants Management Section. The work of this position will be dispersed and the position will be restructured to perform core grants management responsibilities.

Land Division. Reduce positions to align with authorized staffing levels and focus on core program priorities in the following programs areas:

- One Environmental Protection Specialist, GS-028-13 position in the Toxics Section.
- Two Environmental Engineer/Environmental Scientist, GS-819/1301-13 positions in the Zero Waste Section
- One Environmental Protection Specialist, GS-028-13 position in the Pacific Islands Section.
- One Hydrogeologist, GS-1301-12 position in the Underground Storage Tanks Section.

Enforcement Division. Reduce and restructure one Management and Program Analyst GS-343-13 position in the Strategic Branch, Information Management Section to perform program priorities requiring different skills.

Public Affairs Office. Reduce one Audiovisual Production Specialist, GS-1070-13 position.

Water Division. Reduce and restructure financial and administrative positions to perform program and administrative priorities requiring different skills.

- Reduce one Budget Analyst, GS-560-12 position.
- Reduce and restructure one Environmental Protection Assistant, GS-029-8 position.

Information Required for VERA and VSIP Requests

As part of the planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reduction and reshaping to accommodate changes in staffing levels and program priorities. In addition to targeting positions that can be reduced, we plan to use VERA/VSIP to target positions that could allow us the opportunity to reshape positions to address the changing workforce/skill requirements and operate more efficiently.

Region 9 currently employs 692 permanent employees. The workforce reduction plan targets 18 positions, which includes 26 permanent employees of whom 8 are eligible for VERA. The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 8 employees.

To meet our workforce reduction and restructuring objectives without compromising program commitments, the number of positions scheduled for voluntary separation represents a 2.6% reduction of the region's workforce. Without the VERA/VSIP authorities, the region will not be able to achieve workforce reductions before the end of the fiscal year.

Following the conclusion of the VERA/VSIP separations, restructuring plans to reorganize the EMD, Infrastructure Services Branch will be implemented. Workforce vacancies will be evaluated to determine what work can be curtailed or distributed to other positions. Any position vacated by VERA/VSIP that isn't targeted for elimination will be restructured as addressed in the "Introduction" section. Some internal directed reassignments may be needed to realign personnel from non-priority work to perform agency program priorities.

Attachments:

1. Region 9 Targeted Positions and Costs Spreadsheet
2. Region 9 Current and Proposed Org Charts

OLEM/OEM VERA/VSIP Business Case for HQ Staff Duty Stationed Outside Washington, DC

Justification

The United States Environmental Protection Agency's (U.S. EPA) Office of Land and Emergency Management (OLEM), Office of Emergency Management (OEM) is reorganizing. The reorganization will improve the overall efficiency of the office through better organizational alignment, establishment of a consistent span of control across all divisions, and consolidation and streamlining of several key functions.

The reorganization will also co-locate subject matter experts with their scientific field assets, which reduces OEM's geographic footprint. Specifically, the Consequence Management Advisory Division (CMAD) is comprised of seventeen (17) headquarters staff that are currently located in seven (7) different geographic locations (Duty Stations). The reorganization centralizes the division at two fixed locations: Washington, DC and Research Triangle Park, NC. The only exceptions are for positions that are geographically tied to a specific field asset. Those positions will be reassigned to be geographically located with the field asset(s) they support. The proposed effective date of this reorganization is 12/31/2018. There are eleven (11) headquarters positions that will be relocated.

The EPA is requesting Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments authority to provide voluntary attrition options to: 1) minimize the impact on employees who may not want to relocate; and 2) reduce costs to the agency (i.e., the agency doesn't have to pay relocation allowances). The agency requests the use of VERA and VSIP authorities until November 30, 2018. Please see attachments for targeted positions and organization charts.

Additional Information for VERA/VSIP

1. Total number of permanent employees in the covered component(s).

Total = 10 (11 positions are relocating, but only 10 are eligible for VERA/VSIP)

2. Total number of permanent employees in the covered component(s) that are expected to be involuntarily separated or reassigned as a result of the situation described in the business case.

Total = 10

3. Total number of employees in the covered component(s) who are eligible for voluntary early retirement.

Total = 7

4. Estimate of the number of employees in the covered component(s) who are anticipated to take voluntary early retirement.

Total = 5

5. Identify the maximum number of VSIPs to be paid.

Total = 10

Direct Costs

Table A – Estimated Direct Costs for VERA/VSIP for Maximum Number of Offers that Would be Accepted

		Assumptions	FY 2019 Costs
A.	Number of Targeted Positions	10	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances)	10	
C.	Maximum number of offers for VSIP x \$25,000		\$250,000
D.	Annual Leave Pay Out for Maximum number of offers for VERA, Optional Retirement or Resignation (estimate as of 6/27/18)		\$140,751
E.	Total Maximum Direct Costs (C + D)		\$390,751

Savings/Costs

**Table B – Estimated Net Payroll Savings for Maximum Number of Offers that Would be Accepted
Payroll savings for separated employees**

		Assumptions	FY 2019 Estimate
A.	Number of Targeted Positions (from Table A)	10	
B.	Maximum number of offers that would be accepted (not the number of anticipated acceptances) (from Table A)	10	
C.	Payroll Savings for maximum # of offers to be accepted (assumes the 10 positions vacant for 9 months in FY19 x salary including 25% benefits)		\$1,446,901
D.	Estimated Direct Costs for VSIP and Annual Leave Payout (from Table A)		\$390,751
E.	Estimated Net Savings in FY 2019 (C - D)		\$1,056,150

Cost Comparison of Relocation vs VERA/VSIP

Total VERA/VSIP Direct Cost: \$390,751

Total Estimated Relocation Cost: \$1,242,389 (Average of \$124,238 per relocation)

Succession Plan

If employees choose to not relocate, and separate from the Agency, the positions will be restructured and permanently filled at the new location. Of the 10 positions being relocated, 5 of the positions can be filled internally (within the Agency), and 5 of the positions will need to be filled with external hires (outside the Agency). External hires are required due to the specialized work operating and maintaining unique National assets such as the Airborne Spectral Photometric Environmental Collection Technology (ASPECT), the Portable High Throughput Integrated Laboratory Identification Systems (PHILIS), and the Biological Analytical Laboratory to assist local, national, and international agencies supporting hazardous substance response and Chemical, Biological, Radiological, and Nuclear (CBRN) incidents.



REORGANIZATION PROPOSAL

A. CONCISE STATEMENT OF CHANGE

1. Provide an executive summary that succinctly explains the proposed change(s) (one paragraph or less).

The proposed reorganization of the Office of Emergency Management (OEM) is intended to improve the overall efficiency of the office through better organizational alignment, establishment of a consistent span of control across all divisions, and consolidation and streamlining of several key functions. The reorganization will provide clear specifications regarding each Division's functional roles and responsibilities, while reducing the office's geographic footprint, and aligning personnel with key field assets.

2. Describe the title(s) of the unit(s) affected.

The following divisions have proposed creating Branches or Teams:

- Regulations Implementation Division (RID) (KFB00000);
 - Chemical Branch (KFBA0000)
 - Oil Branch (KFBB0000)
- Preparedness and Response Operations Division (PROD) (KFC00000);
 - Preparedness, Removal, Exercise, Policy (PREP) Branch (KFCA0000)
- Resource Management Division (RMD) (KF0A0000);
 - Operations Management Team (OMT)
 - Program Management Team (PMT)
- Chemical, Biological, Radiological, and Nuclear Consequence Management Advisory Division (CBRN CMAD) (KFC00000);
 - Planning and Implementation Branch (PIB) (KFDB0000)

3. Explain the change purpose (e.g., whether the change is due to a new legislative authority, new program authority or shifts in program emphasis).

OEM's reorganization proposal updates functional statements and realigns division structures to improve operational efficiency and effectiveness.

4. Discuss the progress to date based on communications with level approvers and discussions with stakeholders, unions, SSCs, etc.

This reorganization package has been approved by the OEM Office Director, in addition to being reviewed and informally commented on by the Human Resources Shared Service Center (HR SSC), OLEM's Program Management Officer (PMO), and the Office of Human Resources (OHR).



REORGANIZATION PROPOSAL

5. Describe the benefits of this change(s) to the agency (e.g., increased accountability, enhanced communication and coordination, improved efficiency).

- Updates OEM's functional statements to more accurately reflect mission and operations
- Realigns division structures to improve operational efficiency, effectiveness, and span of control
- Centralizes all Human Resource and Communication functions into one division
- Shifts the risk assessment function from PROD to CMAD, allowing for all response-related science functions to be aligned in one division
- Increases opportunities for professional development and career progression within the office
- Corrects several job series and position descriptions to properly align positions with functional statements
- Creates consistent application of first-line/second-line supervisory chain-of-command throughout the office
- Improves OEM's supervisor to staff ratio to one more in-line with other large OLEM offices
- Co-locates subject matter experts with their scientific field assets, which reduces OEM's geographic footprint

6. Is there an impact between AA/RA offices, between offices within an AA office or between Regional divisions?

No.

B. ANALYSIS OF IMPACT ON PERSONNEL

1. Will there be an impact on the supervisor-to-staff ratio at the AAship/RAship level? (Contact your HRO/PMO for the current ratio). ☐ No ☒ Yes

The reorganization improves OEM's supervisor to staff ratio to be more consistent with other large OLEM offices. Current supervisor-to-staff ratio is 1 : 7.4. The proposed supervisor-to-staff ratio 1 : 5.7.

OEM will add one new first-line supervisory position in RID (which will be competed within the division), and PROD and CMAD will each convert one current Team Leader position into a first-line supervisor position.



REORGANIZATION PROPOSAL

2. Will this proposed reorganization: (a) Eliminate positions; (b) Cause a reduction in force; (c) Change how positions are graded; (d) Add new functional units; or (e) Support a VERA/VSIP? ☐ No ☒ Yes

In order to provide maximum flexibility to those positions required to relocate, OEM will offer Voluntary Early Retirement Authority/Voluntary Separation Incentive Payment (VERA/VSIP) for each of the eleven (11) impacted positions. Employees wishing to accept VERA/VSIP will have to accept and depart the Agency by the effective date of the reorganization.

3. Will there be an impact on the diversity of the organization? ☒ No ☐ Yes

C. ADMINISTRATIVE ISSUES (Failure to address all administrative issues may result in a delay in the implementation of the reorganization.)

1. Will there be any physical moves of staff? ☐ No ☒ Yes

CMAD personnel, comprised of seventeen (17) headquarters staff, are currently located in seven (7) different geographic locations. The proposed reorganization centralizes the division at two fixed locations: Washington, DC and Research Triangle Park, NC. The only exceptions are for positions that are geographically tied to a specific field asset. Those positions will be reassigned to be geographically located with the field asset(s) they support.

The proposed effective date of this reorganization is 12/31/2018. There are eleven (11) headquarters positions that will be relocated. OEM will allow six (6) additional months for the relocations to occur. It's anticipated that all relocations will be effective by 06/30/2019. In addition to providing all entitlements to those relocating, OEM will also provide all allowable discretionary benefits to the affected employees, if requested, and applicable.

For the positions relocating, the following chart depicts relocation entitlements in *Column 1* and relocation discretionary allowances in *Column 2*. OEM will provide all allowances, in both *Columns 1 and 2*, if requested, and applicable.

Column 1 (<i>must pay</i>)	Column 2 (<i>discretionary</i>)
Relocation entitlements that the agency must pay or reimburse	Relocation allowances that the agency has discretionary authority to pay or reimburse
1. Transportation and per diem of employee and immediate family member(s) to duty station	1. House-hunting per diem & transportation, employee & spouse
2. Miscellaneous moving expenses	2. Temporary quarters subsistence expense (TQSE)



REORGANIZATION PROPOSAL

3. Sell or buy residence transactions or lease termination expenses	3. Shipment of privately owned vehicle (POV)
4. Transportation and temporary storage of household goods	4. Use of a relocation service company
5. Extended storage of household goods	5. Property management services
6. Transportation of a mobile home or boat used as a primary residence in lieu of the transportation of household goods	6. Home marketing incentives
7. Relocation income tax allowance (RITA)	

Each employee being relocated will be assigned an EPA relocation counselor that will assist with the relocation process. Additionally, OEM will ensure that the Agency's Employee Assistance Program (EAP) services are available for the employees, and the families of the employees, relocating. Each employee is allowed up to 6 counseling sessions per year. However, OEM will provide, if requested, up to 6 additional counseling sessions within the first year of relocation.

2. Will new space be required? ☒ No ☐ Yes

3. Will the reorganization require new information systems/technologies, or significant changes to existing ones, and (if so) has it been acquired? ☒ No ☐ Yes

4. Will there be any budgetary impacts? ☐ No ☒ Yes

OEM will provide the funding for VERA/VSIP or relocation for the eleven (11) employees that are to be geographically relocated. OEM has set-aside the necessary funding to cover these costs.

D. EPA DIRECTIVES

1. Will any Delegations of Authority, Orders or Manuals be affected? ☒ No ☐ Yes

E. ATTACHMENTS *(Use the forms provided)*

1. Staffing Plan Crosswalk
2. Current Organizational Chart
3. Proposed Organizational Chart
4. Current Functional Statement
5. Proposed Functional Statement

Assistant Administrator/Regional Administrator Approval

Name: Barry N. Breen

Title: Acting Assistant Administrator

Signature: 

Date: June 4, 2018



REORGANIZATION PROPOSAL

Human Resources Office/Program Management Office Reviewed

Name: Susan Smith

Title: Program Management Officer

Signature: *Susan Smith*

Date: 5/24/18

Human Resources Shared Service Center Approval (Certifies Receipt of this Package)

Name: Jerome W. Bonner

Title: Director, Human Resources

Signature:

Date:

Contact Information:

Troy Boxton and Rachel Stanton
Office of Administration and Resources Management
Office of Human Resources
Policy, Planning and Training Division
Workforce Planning Branch
1200 Pennsylvania Avenue, N.W.
Room 1419 WJC East MC-3600A
Washington, D.C. 20460
Office: (202) 564-7419
boxton.troy@epa.gov
Stanton.rachel@epa.gov

EPA ORGANIZATION AND WORKFORCE

Udall Q9:

- a. Please provide EPA's "Workforce Reduction Plan" (or if EPA did not prepare a document with that title, any equivalent document) that EPA prepared pursuant to the directive for such a plan contained in the *Memorandum for Heads of Executive Departments and Agencies; Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce* (Apr. 12, 2017) ([HYPERLINK "https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/memoranda/2017/M-17-22.pdf"] from OMB Director Mulvaney, and which was referenced in *Memorandum: Reforming the Federal Government and Reducing the Workforce* (Apr. 17, 2017) from Michael P. Flynn, Acting Deputy Director, U.S. EPA. Per Director Mulvaney's April 12 memo, the draft workforce reduction plans were due by June 30, 2017, and final versions of these plans were due to OMB in September along with the FY 2019 budget materials.

- i. Is this or any other plan to reduce EPA's workforce currently in effect?

Answer: The Agency has been prudently managing staffing levels since the issuance of the FY 2018 President's Budget and the FY 2018 House and Senate mark-ups, which provided policy levels significantly lower than previous appropriations. In FY 2018, EPA has focused on staffing needed to achieve results called for in the goals and objectives of the Agency strategic plan. Once the FY 2018 Omnibus was enacted in April, the Agency also reviewed funding priorities included in the Bill Omnibus, particularly new programs. Internal guidance has established an overall end of FY 2018 year onboard FTE target of 14,172.

- ii. Please detail all steps that EPA has taken and is currently taking to implement workforce reductions generally and the plan in particular.

Answer: The staffing levels focused on ensuring strategic plan objectives, and each organization is managing to the end of year target. Changes, which may be increases or decreases over current levels depending on the organization, are being managed through attrition, and strategic hiring, and targeted use of VERA/VISP authorities.

Commented [SB1]: What new programs is EPA referring to here?

EPA Response: The Omnibus included a few congressional additions, such as the \$20M for grants to small and disadvantaged communities; \$10M for grants for lead reduction projects; and \$20M for grants for voluntary testing of lead in water in schools and childcare facilities. There also was a \$10M increase for the multipurpose grant program that was eliminated in the FY17 ENA Budget.

Commented [SB2]: Please verify that this is FTE vs. Onboards. There is some inconsistency in this throughout the QFRs (e.g. Udall Q9, which we flagged).

EPA Response: Utilize Onboards to be consistent.

Commented [GALE3]: Please add references to VERA/VISP rounds offered.

Commented [RL4R3]: EPA Response: See edits.

- iii. List the FTE reductions and deadlines for such reductions specified in the workforce reduction plan.

Answer: The chart below shows the end of FY 2018 FTE Target by office.

Commented [RL5]: EPA Response: Accept edit.

FY 2018 FTE by RPIO	
RPIO	FY 2018 Target FTE
OA	350.3
OAR	1,086.7
OARM	667.4
OCFO	319.9
OCSPP	974.9
OECA	690.1
OEI	377.6
OGC	224.9
OIG	270.0
OITA	68.1
OLEM	463.3
ORD	1,513.9
OW	547.3
R01	541.8
R02	723.8
R03	724.6
R04	869.9
R05	995.7
R06	684.3
R07	455.4
R08	484.8
R09	654.5
R10	482.8
TOTAL	14,172.0

- iv. Does EPA have any other formal or informal target levels for FTEs?

Answer: No, there is not a separate guidance.

[PAGE * MERGEFORMAT]

- v. Please provide all formal or informal target levels for FTE reductions or caps, whether from the Workforce Reduction Plan or other sources, by office (or at the most detailed level for which EPA has set targets, if it has sub-office targets).

Answer: See chart, provided under iii.

EPA To Reorganize Mission Support Functions

Contact Information:

The Environmental Protection Agency has announced plans to merge the Office of Administration and Resources Management and the Office of Environmental Information, creating a consolidated mission support office. The new organization will house ~~improve the delivery of support services to the agency, create organizational efficiency, and better align functions such as~~ IT, information management, and the management of facilities, human resources, contracts, and grants. Though the details of new organizational structure are still under development, the change was announced to affected employees. No jobs will be eliminated due to this restructuring. Agency leadership is committed to making this transition as seamless as possible and take advantage of the merger to improve the way mission support functions are delivered for the agency.

III. MITIGATING FACTORS

EPA is committed to providing as many opportunities as possible to employees impacted by the transition to service centers. Mitigation simply refers to lessening or softening the impact of consolidation on employees affected by the changes. The mitigation factors listed in this section characterize the options available to facilitate the transition. Whatever tools the Agency decides to utilize, it is important to provide a variety of options to employees as early as possible.

An important aspect of determining which options are available is whether the consolidation of HR functions into service centers is a "reorganization" or a "transfer of function." After careful consideration and research, the HROs have determined that the consolidation constitutes a reorganization. For further information regarding this decision, including the advantages and disadvantages, please see *Transfer of Function versus Reorganization* (Attachment 11).

A. Discontinued Service

An employee at age 50 or more with at least 20 years of service, or an employee at any age with at least 25 years of service, may qualify for discontinued service retirement. This applies in cases of involuntary separation from the Federal service which do not result from misconduct or delinquency. For CSRS employees, the annuity is reduced by 1/6 percent for each full month (two percent a year) under age 55. There is no reduction for age for FERS employees.

B. Priority Placement

Though EPA has not used the Priority Placement Program (PPP), normally associated with a Reduction in Force (RIF), other governmental agencies have used this program. The PPP is an administrative program, governed by policy and procedures, that match employee and organizational needs in a systematic and equitable manner. Placements are made by reassignment or re-promotion of PPP registrants into properly classified positions. The goal is to minimize the adverse effects on employees caused by actions such as, but not limited to, reductions-in-force, base closures, realignments, consolidations, contracting out, position classification decisions, rotation from overseas, and transfers of function (TOF). Although it is the primary vehicle for placing employees adversely affected through no fault of their own, it does not supersede the statutory or regulatory rights of employees or former employees.

Though the PPP is traditionally targeted for employees separated from an agency, EPA could develop an internal process to place employees not leaving the agency, but the nature of their work has changed or no longer exists. Theoretically, prior to recruiting externally, EPA would consider displaced employees for any openings. This program would require a priority listing methodology that could be administered centrally. Potential challenges to management support for an internal PPP are unplanned FTE loss due to employee uncertainty and potentially low morale. On the positive side are low costs, placement opportunities for displaced or remaining employees, and alignment with the goals of building a stronger EPA.

C. Deferred Retirement

This option is available for employees who leave federal employment before qualifying for an immediate annuity. A minimum of five years of creditable Federal civilian service is required to have eligibility for a deferred retirement annuity. Employees may receive benefits at age 62 with a least five years of service, and at minimum retirement age with 10 years of service.

D. Career Transition Assistance

We may provide career transition assistance to potentially impacted employees, including, but not limited to, such services as:

- Formal and informal skills assessments, career counseling, resume writing, "Career Power" workshops, and similar support to assist employees who may wish to transition to other jobs, careers, or lines of work within or outside EPA;
- Employee Assistance Program (EAP) counseling and/or workshops on coping with change;
- Networking/partnering with other agencies, especially through Federal Executive Boards where available, to possibly include paid details of employees to other agencies who may hire them eventually;
- Retirement and benefits counseling to assist those who may consider retiring either under voluntary retirement or under Early-Out/Buy-Out if offered;
- Financial planning seminars to assist employees in making retirement, job change, or other transition decisions;
- Professional outplacement services; and
- Retraining that may include formal education, cross-training, or on-the-job training in another EPA job function that supports the mission.

E. Relocation Assistance

We may provide relocation assistance to potentially affected employees relocating to service centers. EPA policy describes when relocation expenses are an entitlement. Generally, when management directs an employee to relocate to a new commuting area, EPA must pay relocation expenses; including reimbursement for travel and transportation expenses, movement of household goods, temporary storage of household goods, and real estate expenses. In addition, employees must receive all expenses associated with the move. This means that we may not negotiate what expenses we will pay to employees. It is not yet known how many employees may relocate. Relocation for a GS-13 with a spouse and two dependent children and home sale is estimated at about \$75,000. Relocation without a home sale is estimated at \$25,000.

F. Early-Out/Buy-Out

Voluntary Separation Incentive Payment (VSIP) and Voluntary Early Retirement Authority (VERA) are considered the Agency's primary tools for mitigating the potential

impacts caused by consolidation of HR functions into two service centers. We are currently developing an Early-Out/Buy-Out package (EO/BO) for EPA employees performing HR work and we expect to complete the package by January 2018. Since the approval process may take six months to a year, we may need to expedite the process depending on the implementation schedule. Attachment 12 identifies the potential number of employees eligible under VSIP and VERA and the possible excluded positions. EPA can use these tools to re-skill remaining staff, reshape the residual organization, lessen the impact on morale, provide employees with choices, mitigate the impact of reductions, provide placement options for remaining staff, and minimize disruption to the organization. However, an EO/BO offer may result in the loss of needed skills and knowledge as well as workload balance issues. For more information regarding EO/BO eligibility please refer to *Transfer of Function versus Reorganization* (Attachment 11). Key elements of EO/BO include the following:

- ***Voluntary Separation Incentive Payment (VSIP)*** (aka Buy-Out) is an option for increasing voluntary attrition in agencies that are downsizing or restructuring. VSIP allows agencies to offer lump-sum payments as an incentive to employees who are in surplus positions as a result of reorganization or redirected positions, or have skills that are no longer needed. Under VSIP an agency may pay up to \$25,000 or an amount equal to the amount of severance pay an employee is entitled to receive, whichever is less. Employees may separate to accept VSIP by resignation or optional retirement or VERA, if approved.
- ***Voluntary Early Retirement Authority (VERA)*** (aka Early-Out) provides agencies the option to offer voluntary early retirement when restructuring or downsizing. Employees must have completed at least 20 years of creditable service and be at least 50, or has completed at least 25 years of creditable service regardless of age.

G. Reduction in Force

The Senior Leadership Team is not recommending the use of a Reduction in Force (RIF). A RIF would disrupt the agency as a whole and have an extremely adverse impact on employee morale, especially in light of future consolidation efforts in other areas. An agency is required to use RIF procedures when an employee is faced with separation or downgrading for a reason such as reorganization, lack of work, shortage of funds, insufficient personnel ceiling, or the exercise of certain reemployment or restoration rights. To mitigate a RIF, an agency may reassign an employee without regard to RIF procedures to a vacant position at the same grade or pay, regardless of where the position is located. One may view a RIF as a mitigation strategy because it provides position closure, reduces the number of FTEs, and is a long-term savings.

OARM

Human Resource Shared Service Center Space Consolidation

Top Tier Questions and Answers

1. **Why are we moving to Shared Service Centers?** The Agency determined that consolidation of human resources (HR) transactional functions from 3 to 2 Shared Service Centers (SSCs) will improve the utilization of the EPA's real property portfolio and offer long term cost savings. Consolidation will reduce duplication of effort in operating multiple facilities. In addition, consolidation will create opportunities to reinvest resources in other critical Agency priorities
2. **How much money and how many FTEs will consolidation of the Shared Service Centers Save?**
3. **What type of analysis was done to determine where Service Centers would be located?**
4. **Will there be a Reduction in Force?** There will be no Reduction in Force in relation to this Human Resource Center Shared Service Center.
5. **How will Las Vegas Staff be reassigned?**
6. **While no current HR employees will lose a job, what steps will be taken to minimize negative impacts to employees?** EPA is preparing a number of options to be made available to employees impacted by the consolidation of the HR SSCs. These options include working to obtain Early Out/Buyout authority; SSC job opportunities and relocation support.
7. **Will all impacted employees be offered and Early Out or Buyout (EO/BO)?** If approved by the Office of Personnel Management, EPA Plans to offer Early Outs and Buyouts to employees working at the Las Vegas location.
8. **Will impacted employees have the opportunity to work someplace else in EPA?** Impacted employees are encouraged to apply for any position in the Agency for which they may be qualified and interested.
9. **How will Program and Regional Offices be organizationally and geographically assigned to servicing SSCs?** Program and Regional Servicing assignments will be determined after employees determine where they plan to reside.
10. **Were EPA Unions notified prior to a decision being made?**
11. **When does the Las Vegas Lease expire?**

US Environmental Protection Agency

Workforce Reduction Plan

Introduction

In conjunction the Reform Plan activities, the US Environmental Protection Agency identified six potential actions that will streamline the workforce while preserving our ability to meet the agency's strategic goals and measures, and implement a Lean Management System to improve accountability to customers, stakeholders and the American public.

This document provides an update on all six actions. Quantitative data is provided if the action has been completed, for other actions, a linkage to the associated Reform Plan projects is described.

In addition to the actions outlined below, EPA is focusing attention on the development of a Human Capital Operating Plan which will guide the management of our workforce in the future, directly tying it to the mission and objectives of the agency.

Update on Near-Term Workforce Actions

VERA/VSIP Phase 1

Working in cooperation with the Office of Personnel Management and the Office of Management and Budget, EPA sought and received approval for an agency-wide VERA/VSIP. The business case was designed to reduce, restructure, and reshape programs around the following themes: delayering to increase staff to supervisor ratio; consolidate and reduce administrative or support functions; restructure or reduce highly graded supervisory and non-supervisory positions; restructure to focus on core business functions; restructure to focus on STEM/programmatic priorities; and consolidate and streamline functions, activities, and/or reduce the number of our current programs. The targeted positions were 25% of the total workforce and maximum number of offers were 8% of the total workforce.

Agency representatives met with OMB and OPM to discuss the plan, which was approved on July 10, 2017. On July 13, 2017, program and regional offices began notifying individuals whose positions were included in the approved pool, so that applications could be submitted by the end of July using an on-line process.

A total of 483 applications were received for consideration, and, after evaluation of the applications to determined eligibility, 481 individuals were issued official VERA/VSIP offers on August 9, 2017. These individuals had until September 2, 2017 to decide whether or not to accept the offer, and the majority of the separations took place by September 2, 2017 with all separations complete by the end of the fiscal year 2017.

The table below details the separations for each Program and Region

Commented [VD1]: In the chart I see 12 not being eligible. Was that a different stage?

Phase 1 Separations by Organization

Program	Separated	Region	Separated
Office of the Administrator	11	Region 1	20
Office of Air and Radiation	3	Region 2	7
Office of Administration and Resources Management	25	Region 3	41
Office of the Chief Financial Officer	14	Region 4	19
Office of Chemical Safety and Pollution Prevention	10	Region 5	28
Office of Enforcement and Compliance Assistance	39	Region 6	29
Office of Environmental Information	15	Region 7	29
Office of General Counsel	2	Region 8	2
Office of International and Tribal Affairs	2	Region 9	12
Office of Land and Emergency Management	15	Region 10	5
Office of Research and Development	29		
Office of Water	18		

AGENCY TOTAL: 374

VERA/VSIP Phase 2

EPA will work closely with OMB and OPM on future VERA/VSIP efforts. As the need arises, the EPA will conduct a second VERA/VSIP after the FY2018 budget is finalized by Congress. This will allow the agency to focus on areas for disinvestment and reshape the organization in line with the final FY 2018 budget.

Flattening the Organization

In line with the projects identified in the Reform Plan, EPA will evaluate the supervisory layers and highly graded non-supervisory positions on a continual basis. Any reorganization or restructuring associated with reform activities will be evaluated to ensure an adequate supervisory ratio and minimization of non-supervisory positions at the senior GS-14 and 15 levels. This includes examination of Deputy positions, Chief of Staff positions and senior level management analysts embedded at senior levels in programs.

In addition, several of the themes identified in EPA's Phase 1 VERA/VSIP result in the flattening of the organizational structure and elimination of highly graded non-supervisory positions. The Office of Administration and Resources Management, through the Office of Human Resources and the HR Shared

Service Centers, will ensure that the Phase 1 VERA/VSIP business case is followed and will track and report on position restructuring to ensure compliance and yield the desired result.

Reform Plan

As the Agency moves forward with implementation of its reform plan, we will include workforce reshaping where appropriate. To date, we have identified four of the Reform Projects that will likely include workforce reshaping: — Human Resources Shared Services Consolidation, Laboratory Consolidation, Contracting and Field Presence may result in organizational or functional changes, restructuring or reorganization of personnel.

Human Resources Consolidation: The agency will likely offer a focused VERA/VISA to staff currently located in the Las Vegas Shared Service Center. This reshaping would take place in FY 2018. The effort will also eliminate a number of management positions in the SSC structure.

Laboratory Consolidation: Implementation of this reform area will be phased in over a few fiscal years. The Agency will develop a workforce reshaping plan for each physical location that is released as each will be dependent of the type of work and where that work is moving. It could include a VERA/VSIP and/or a transfer of function.

Contracting: One of the goals of this reform area is to ensure a highly effective and trained contracting workforce. As part of our effort, we will evaluate that best locations to attract a premier contracting workforce. We would then evaluate the opportunities to reduce the contracting workforce currently outside those areas.

Field Presence: Implementation in this reform ares will be phased in over several fiscal years. Once decisions are identified, the Agency will prepare a workforce reshaping plan for each impacted location.

NOTES FROM MEMO:

Workforce Reduction Goals over a four-year period

FY 2018 – 2022

Review of all employees on Administrative Leave

Use agency data to determine appropriate FTE baselines

Examine total personnel costs

Review and revise (as needed) organizational design and position structures

Address deputy positions

Lower level chief of staff positions

Management analysts

Streamline policy creation – such as in shadow organizations

Keep positions current and review positions as they become vacant

US Environmental Protection Agency
Workforce Reduction Plan
September 7, 2017

Introduction

In conjunction the Reform Plan activities, the US Environmental Protection Agency identified six potential actions that will streamline the workforce while preserving our ability to meet the agency's strategic goals and measures. This document provides an update on all six actions. Quantitative data is provided if the action has been completed, for other actions, a linkage to the associated Reform Plan projects is described.

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Agency representatives met with OMB and OPM to discuss the plan, which was approved on July 10, 2017. On July 13, 2017, program and regional offices began notifying individuals whose positions were included in the approved pool, so that applications could be submitted by the end of July using an on-line process. Official VERA/VSIP offers were extended to 481 individuals and 374 employees separated from the agency in September 2017. The table below details the separations for each Program and Region.

Phase 1 Separations by Organization

Program	Separated	Region	Separated
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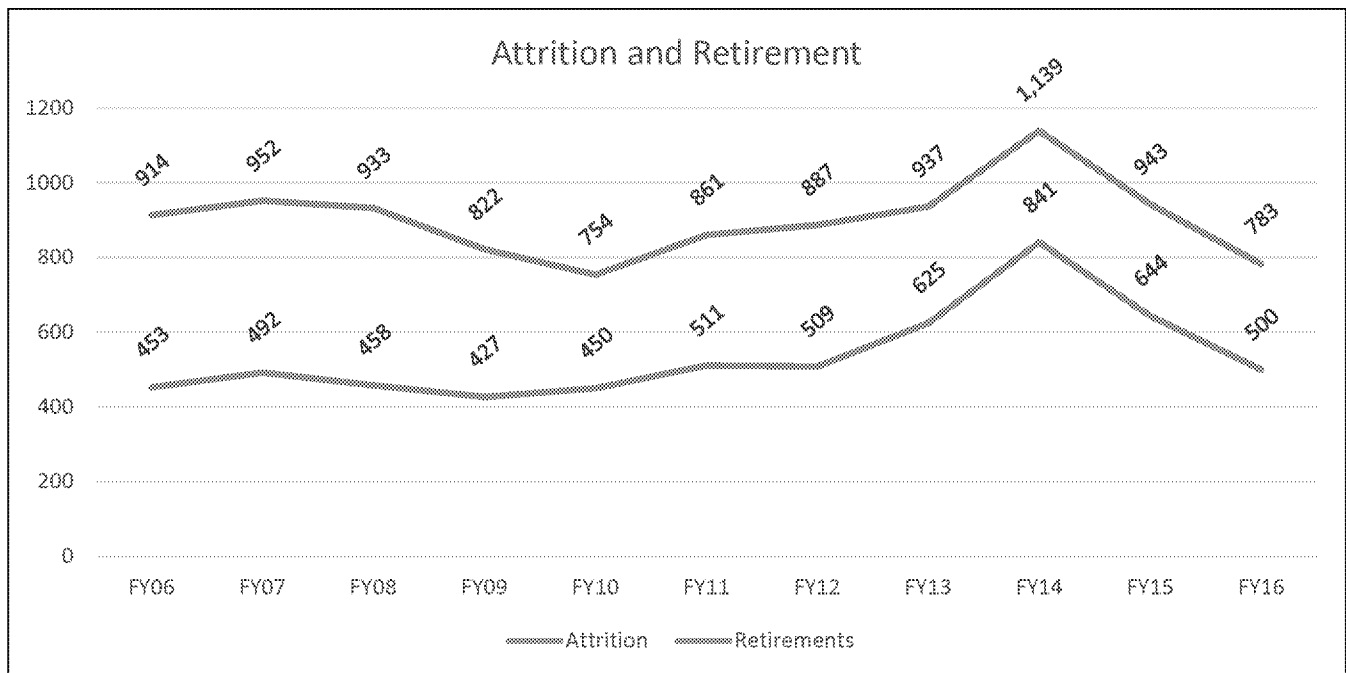
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In addition, several of the themes identified in EPA's Phase 1 VERA/VSIP result in the flattening of the organizational structure and elimination of highly graded non-supervisory positions. The Office of Administration and Resources Management, through the Office of Human Resources and the HR Shared Service Centers, will ensure that the Phase 1 VERA/VSIP business case is followed and will track and report on position restructuring to ensure compliance and yield the desired result.

Retirement and Attrition

At the beginning of FY 2017, 22% of the agency was eligible to retire with 25% of supervisors and 33% of Senior Executive Service (SES) employees eligible. The average time an employee continues to work after becoming eligible to retire is approximately 5 years and EPA's annual retirement rate is about 3%. EPA's % average attrition rate is 5%, slightly lower than the Federal Government average of 8%.



In FY2014 and FY2015, the agency surpassed these normal measures due to two rounds of early-outs/buyouts. Through this process, 682 employees departed the agency which increased overall attrition and decreased the workforce size. Since FY13, retirements account for 68% of the agency's attrition.

Workforce Actions Associated with the Reform Plan

As the EPA moves forward with implementation of its Reform Plan, we will include workforce reshaping where appropriate. To date, we have identified four of the Reform Projects that will likely include workforce reshaping: Human Resources Shared Services Consolidation, Laboratory Consolidation, Contracting and Field Presence.

- **Human Resources Consolidation:** The agency will likely offer a focused VERA/VISP to staff currently located in the Las Vegas Shared Service Center. This reshaping would take place in FY 2018. The consolidation effort will also eliminate a number of management positions in the SSC structure.
- **Laboratory Consolidation:** Implementation of this reform will be phased in over a few fiscal years. The agency will develop a workforce reshaping plan for each physical location that is released as each will be dependent of the type of work and where that work is moving. It could include a VERA/VISP and/or a transfer of function.
- **Contracting:** One of the goals of this reform area is to ensure a highly effective and trained contracting workforce. As part of our effort, we will evaluate that best locations to attract a premier contracting workforce. We would then evaluate the opportunities to reduce the contracting workforce currently outside those areas.
- **Field Presence:** The initial emphasis of this reform effort will be to establish a baseline of data to understand the effectiveness of the agency's field presence across the country. A component of this baseline measurement will include organizational structures and mission support programs. Implementation in this reform area will be phased in over several fiscal years. Once decisions are identified, the agency will prepare a workforce reshaping plan for each impacted location.

**U.S. Environmental Protection Agency
Voluntary Early Retirement and Voluntary
Separation Incentive Payments Authorities
Business Cases and Budget Projections**

EPA Business Cases and Budget Projections

I. Introduction

EPA is seeking to reduce, restructure and reshape its various program and regional offices according to the following themes: layering to increase supervisor to staff ratio; consolidation or reduction of administrative or support functions; restructuring or reducing highly graded supervisory and non-supervisory positions; restructuring to focus on core business functions (administrative support); restructuring to focus on STEM/programmatic priorities; and consolidating and streamlining functions/activities/reduce number of programs. VERA and VSIPs will be offered to all regional offices and program offices except the Office of Inspector General (22 total offices).

For all positions covered by EPA's request, if a position is vacated under VERA/VSIP the organization must restructure the position as follows before refilling the position:

- Change from supervisory to non-supervisory.
- Decrease the grade and/or full performance level (i.e., at least one grade level lower than the current position).
- Change the series of the position.
- Significantly change the duties of the position (at least 25%) if the series and grade are to remain the same (i.e., the incumbent who vacated could not be expected to learn how to perform these new duties within a reasonable amount of time. The servicing Human Resources Shared Service Center will determine if the change in duties are significant.

This is the same criteria the agency uses when tracking post-VERA/VSIP hires to ensure programs and regions are adhering to the plans they put forth to reshape their workforce.

If the number of applications received exceeds the total number of VSIPs we can offer, approvals will be based first on service computation date for leave, then on entry on duty date (total EPA years of service.)

If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

Summary of Agency-wide Costs and Savings:

	FY 2017	FY 2018	FY 2019
Agency-wide Direct Costs	\$48,966,489		
Agency-wide Savings		\$152,380,711	\$121,993,203

II. Office of the Administrator

Business Case

The Office of the Administrator over the course of many years has become one of the most highly graded organizations in the agency. As part of our strategic vision, we will continue to evaluate how well AO's organizational structure and staffing meets the agency's needs; ensuring that AO operates efficiently and effectively. Consequently, AO requests to:

1. Offer the VERA/VSIP to a generally broad segment of the AO workforce. We believe this inclusive approach will allow the majority of AO employees to decide if this is the right time for them to accept the VERA/VSIP rather than management deciding for them by limiting the positions targeted.
2. Restructure, reduce and rebalance the current top-heavy, non-supervisory GS-14/15 grades in order to create opportunities for recruiting at lower grade levels. There has been a significant rise in nonsupervisory high-graded GS-14 and GS-15 positions in AO; these positions represent nearly half of our entire staff.
3. At a later date, reshape the workforce to reflect changes in programmatic direction; strengthen technical programmatic expertise with the appropriate skill mix; and maximize administrative support positions.
4. We will conduct ongoing assessments to ensure that AO's organizational structure meets current and future operational needs. Each Associate Administrator and Staff Office Director will continue to discuss their organization's priorities with the Chief of Staff and Deputy Chief of Staff. These structured meetings will specifically discuss how AO will advance the Administrator's priorities for the remainder of FY17 and begin analysis of FY18 conditions as information becomes more available. These discussions will enable refined assessment of the workforce, budget, and efficiencies across AO, as well as set priorities and develop action items AO-wide. Additionally, these discussions will aid in identifying potential savings and synergies to maximize effective utilization of AO's resources.

Information Required for VERA and VSIP Requests

Overall AO has targeted 139 positions out of a total 339 positions (339 does not include political appointees). Of the targeted positions, 110 of the 139 are GS-13 or higher and all are non-supervisory. We intend to offer VERA/VSIP to restructure a maximum of 65 positions in AO. All positions that are offered VERA/VSIP, with the exception of one SL level position which will be eliminated, will be restructured, primarily at a lower grade level. AO will continue to identify opportunities to improve the

efficiency and effectiveness of the existing workforce by offering opportunity to train and develop staff through creative approaches using short-term assignments via Skills Marketplace; details through Talent Hub; and opportunities to participate in training and developmental programs. In addition, AO will continue to seek ways to streamline processes; eliminate or modify areas of redundancy and encourage our workforce to join networks to share new methods and resources for performing the day-to-day work in support of the office mission and the Administrator's overall goals.

Finally, each office has developed a plan to maintain office functions while positions are restructured and re-staffed. Their selection of positions to be offered is predicated on their ability to restructure the position and hire employees with new skills and at lower grade levels to meet future requirements – up to their AO designated FTE ceiling.

Both the VERA and VSIP opportunities will be offered to staff in targeted series in all 12 individual offices within the Office of the Administrator. Targeting decisions were made by senior managers based on the specific mission needs required to reshape the workforce and lower the overall personnel compensation and benefits salary base. This proposal sets a maximum number of VSIPs to be offered for each series in each office. Decisions on who receives VSIPs will be made on the basis of seniority. These offers are based on an understanding that these offices will be allowed to restructure position and staff up to their AO authorized FTE ceiling.

NOTE: Given the pool of available candidates across our offices, if AO does not receive a high percentage of applicants at the GS-15 or GS-14 levels in any particular office, we request the flexibility to increase (or decrease) the offer number in one or more categories, as long as our total reduction does not exceed a total of 65.

VSIP-Specific Information

The targeted position spreadsheet identifies the details of the specific positions to be offered VSIP and restructured. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level with only one exception as noted above. The maximum amount of voluntary separation incentive payments to be offered in AO is 65. In AO everyone that is early out (VERA) is VSIP eligible as well. Our organizational charts are attached – AO is not making any changes to its organizational structure at this time. However, we continue to assess potential opportunities to gain greater efficiencies.

VERA-Specific Information

The total number of position with the Office of the Administrator potentially undergoing change is 65. Within AO all the positions offered VERA/VSIP are to be restructured, primarily at a lower grade level except one. AO does not have any employees in the program who will be involuntarily separated, downgraded, transferred, or reassigned as a result of these actions. AO has a total number of 75 employees eligible for early retirement. The estimated total number of employees in the Office of the Administrator who are “likely” to take early retirement is approximately 30, which is about 40% of the total eligible employees.

The Office of the Administrator plans to offer opportunities for temporary assignments with possible reassignments; using Talent Hub to post opportunities for lateral reassignments; and allow offices to recruit, where needed, at the lowest grade level possible for specific skillsets that are not available

within the agency. These recruitments will include the restructured positions which will decrease the total number of non-supervisory GS-14/15 positions.

Budget Information

Table A – Direct Costs for VERA/VSIP	
65 of Targeted Positions for VSIP x \$25,000	\$1,625,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool \$64.09 x 240 x 65 of Targeted Positions}	\$999,804
Total Maximum Direct Costs	\$2,624,804

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$61,147,000	\$61,147,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$52,482,032	\$52,482,032
E. Payroll for 64 New Hires	\$1,886,976	\$3,773,952
F. Payroll Savings for 65 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$6,777,992	\$4,891,016
G. Pre-VERA/VSIP Annual WCF Cost	\$4,034,000	\$4,034,000
H. Post VERA/VSIP Annual WCF Cost	\$3,417,020	\$3,417,020
I. WCF for 64 New Hires	\$303,744	\$607,488
J. WCF Savings for 65 VERA/VSIP Targeted Positions (J = G – H – I)	\$313,236	\$9,492
Projected Savings with VERA/VSIP (F + J)	\$7,091,228	\$4,900,508

Notes:

A. Cost based on OA's FY 2017 Operating Plan payroll calculations.

D. Hourly rate of \$64.09 based on the average of a GS-13/14/15 step 6 times 2080 hours times 65 target positions.

E. Hourly rate of \$28.35 based on the average of a GS-7/9/11 step 3 times 2080 times 64 new hires (eliminating 1 position); Assumes new hires will onboard mid-year in FY 18

F. $F = A - B - C - D - E$

G. OA's WCF allocation in the FY 2017 Operating Plan

H. Based on OA's FY 2017 Operating Plan WCF costs; assumes \$9,492 per person; 65 targeted positions

I. Used \$9,492 WCF cost per person (64 new hires -- eliminated 1 position); Assumes new hires will onboard mid-year in FY 18

III. Office of Air and Radiation

Business Case

Over time, OAR has taken a number of steps to reshape its administrative workforce, including:

- Reorganizing work units and realigning or eliminating positions in order to consolidate mission support functions;
- Replacing positions performing non-inherently governmental clerical duties with grantees; and
- Offering separation incentives to employees whose positions were identified as redundant or obsolete.

Such incremental efforts, combined with ongoing attrition, have proven effective at realizing improved customer service with fewer positions and a lower cost to payroll. Also, in recent years EPA has adopted new internet-based data systems that require analysts who are skilled in using the full capability of the systems and who must be able to produce and interpret data reports. As the demands of mission support functions have evolved, OAR has found that on-the-job training is not always sufficient to enable employees to use these systems effectively, and that new skills sets are needed.

In the event that EPA determines that OAR will offer new separation incentives, such incentives will be offered to non-SES positions in administrative series, predominantly in the 0300 family, in order to: 1) continue OAR's efforts to realize workforce efficiencies by consolidating and eliminating positions that are no longer mission-critical or that can be done at lower grade levels; and 2) refocus efforts on programmatic priorities.

Our proposal seeks to streamline administrative operations and reduce the number of personnel with obsolete skills. In addition, in certain offices, it is necessary to redirect limited resources from general administrative services to essential programmatic functions required for meeting agency strategic goals, as well as to support new and emerging agency priorities and federal environmental and programmatic mandates.

This VERA/VSIP proposal includes a total of 67 eligible positions and sets forth a maximum total number of 20 VERA/VSIP offers in OAR, as shown in the targeted position spreadsheet.

For any positions vacated by an employee who accepts VERA/VSIP, the office will redistribute mission-critical duties to existing positions to the extent possible. Depending on the availability of FTE in FY2018 and beyond, offices will seek to fill any competency gaps not addressed through redirection of duties by establishing positions and recruiting for skill sets needed for programmatic and mission-critical priorities as permitted by EPA.

How VSIP will be used in conjunction with VERA

About 15% of OAR's workforce is eligible for optional retirement. Combined with employees eligible for early retirement, the total number of VSIP + VERA employees constitute 40% of our workforce. We are requesting authority to offer VSIP/VERA in order to reach the goal of 20 voluntary separations.

Offering VSIP/VERA is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and better align the skill sets needed to meet current and future mission needs.

VSIP-Specific Information

The categories of positions that will be offered VSIP are the same as those indicated in the targeted position spreadsheet. This VERA/VSIP proposal targets a total of 67 positions and set forth a maximum total number of 20 VERA/VSIP offers in OAR. OAR will accept VSIP offers alone, or in combination with VERA or Optional Retirement.

OAR does not expect that any reorganizations will be necessary after the agency has completed the incentive payments. However, OAR will continue to explore ways to further improve workforce efficiencies.

VERA-Specific Information

OAR employs 1,119 employees as of May 12, 2017. Approximately 270 employees are eligible for early retirement. The estimate of the total number of employees in OAR who are expected to take early retirement is five or fewer.

As stated above, at this time, OAR does not expect that any reorganizations will be necessary post-VERA/VSIP. Certain personnel actions may be necessary as a result of the departures of staff. Some position descriptions may need to be updated to reflect new or amended duties, and this could require the processing of reassignment or realignment actions if the change is more than minimal. In addition, depending on where these departures occur, it may be necessary to offer details/temporary promotions to cover work if it cannot be handled by current staff. We would expect these actions to be few and used mainly if workforce departures are unevenly distributed.

Budget Information

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 500,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 245,000
Total Maximum Direct Costs	\$ 745,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$172,283,000	\$172,283,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$170,163,000	\$170,163,000
E. Payroll for # New Hires	\$225,875	\$451,750
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,894,125	\$1,668,250
G. Pre-VERA/VSIP Annual WCF Cost	\$14,725,000	\$14,725,000

H. Post VERA/VSIP Annual WCF Cost	\$14,545,000	\$14,545,000
I. WCF for # New Hires	\$22,500	\$45,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$157,500	\$135,000
Projected Savings with VERA/VSIP (F + J)	\$2,051,625	\$1,803,250

- A. Assumes payroll allocation from FY17 Enacted budget for OAR.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes annual payroll cost of average salary of eligible positions (\$106,000) x 20 positions = \$2,120,000.
- E. Assumes hiring 5 GS-12, step 5 positions in Washington, DC. Start date April 2018.
- F. $A - B - C - D - E$
- G. Assumes working capital fund allocation from FY17 Enacted budget for OAR.
- H. Assumes \$9K WCF per person x 20 positions = \$180,000.
- I. Assumes \$9K WCF per person.

IV. Office of Administration and Resources Management

Business Case

The Office of Administration and Resources Management is requesting approval authority for the use of VSIP and VERA to transform its workforce by placing a renewed focus on core business services, eliminating business services with low demand, centralizing internal support in select administrative areas, and reshaping the workforce to optimize support to the agency.

OARM has 698 permanent employees. The VERA/VSIP plan targets 154 positions: 34 positions in support job series and 120 positions in programmatic series. Targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. The maximum number of VERA/VSIPs to be offered is 98 as shown in the targeted position spreadsheet. These offers span 20 different job series. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent official division, position of record, occupational series, and grade level. The estimate of the total number of employees in OARM who are expected to take early retirement is five. OARM will focus on the following themes:

- Restructure or reduce highly graded, supervisory and non-supervisory staff positions (GS 14 and 15) into lower graded positions that support the skills and competencies needed to meet current and emerging mission and program requirements and rebalance the current structure and recruit at lower grade and career ladder levels. (Note that in one of OARM's divisions (OROM/FACMD) the pool for 0343 positions does not include one GS-14. This position acts as the Committee Management Officer and is excluded because it is required by GSA and the FAC Act.)
- Restructure positions to focus on core business functions where needs can be met more economically, by leveraging technology, or utilizing other resources. Includes the printing function, printing officers, and elimination of embedded attorney services in favor of OGC expertise. These positions will be restructured at lower grade levels and into positions that support core business functions.

- Consolidate or reduce administrative or support functions to increase emphasis on positions and series directly supporting our core business functions – facility, engineering, contract, grant and human resources management.
- Reduce the number of employees in specific occupational series (e.g., automation clerks, secretaries, procurement analysts, grants assistants, program and management analyst positions).
- Realign current administrative specialists and program analysts to consolidate internal HR support and budget execution in OARM to achieve efficiency.
- Restructure positions to recruit candidates having skills required to close current competency gaps.

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

How VSIP will be used in conjunction with VERA

OARM has 121 employees eligible for regular retirement and 164 eligible for early retirement through VERA in the above identified series. The VSIP authority presents an attractive enticement to those employees who will realize a reduced annuity from retiring early through VERA. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to OARM to reshape its organization. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Thus, the combination of VERA and VSIP provides the greatest likelihood for OARM achieving the necessary reshaping and restructuring of its workforce.

The types of personnel actions anticipated as a result of the above proposed restructuring and elimination of positions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and possible external competitive recruitments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP 98 x \$25,000	\$ 2,450,000
Annual Leave Pay Out for 98 of Targeted Positions for VERA, Optional Retirement or Resignation { \$64.86* x 240 x 98 of Targeted Positions }	\$ 1,525,507

Total Maximum Direct Costs	\$ 3,975,507
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*Payroll estimated on a GS-13, step 5 (\$51.48) with 26% included for loaded cost in Washington, D.C.

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$99,580,367	\$99,580,367
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost (A-(98 Targeted Positions*\$145,000)	\$86,789,387	\$87,262,394
E. Payroll for 84 New Hires	\$2,810,070	\$5,646,460
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,980,910	\$6,671,513
G. Pre-VERA/VSIP Annual WCF Cost	\$6,280,000	\$6,280,000
H. Post VERA/VSIP Annual WCF Cost	\$5,473,852	\$5,473,852
I. WCF for 84 New Hires (assumes half of WCF costs mid-year in FY 18 - \$4,113 * 84 and full costs \$8,226 * 84 in FY 19)	\$345,492	\$690,984
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$460,656	\$115,164
Projected Savings with VERA/VSIP (F+J)	\$10,441,566	\$6,786,677

Calculation Notes:

A – FY 2017 Payroll amount.

B/C – VERA/VSIP Payout and Leave Payout Costs occur in FY 2017.

D – 145,000 is the estimated average cost of FTE

E – Assume a GS-09, Step 1 with 20% added to cover the cost of benefits.

H - Total is Pre-VERA/VSIP Annual WCF Cost – (98 Targeted Positions x \$8,226).

I – For FY 2018 assumes new hires are only funded for ½ of the year at \$4,113.

V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

OCFO plans to reduce the number of administrative positions by using VERA/VSIP authorities to:

- Eliminate a clerk position.

- Reduce the number of financial technician positions.
- Reduce the number of secretary positions within OCFO's Office of the Controller (Reduce the number of management analyst positions within OC).

In addition, OCFO plans to reduce the number of financial management positions in OC by using VERA/VSIP authorities to:

- Reduce the number of financial specialist positions.
- Reduce the number of accountant positions.

Vacated clerk, secretary, and financial technician positions will be abolished. After VERA/VSIP offers have been accepted, OCFO will determine how many OC positions remain in the management analyst, accountant, and financial specialist series, and make appropriate workforce decisions. These decisions include possible reassignments of remaining personnel to fill positions in other parts of OCFO to fill mission-critical needs. The decisions also include possible restructuring to fill a small number of vacated positions with new skills needed to perform and support advanced data analytics and deliver secure, high-quality financial management processes, operations, and systems. These changes would be part of EPA's continuing efforts to meet the demand for a technologically sophisticated, analytical financial management workforce, as well as qualified technical and IT security staff.

OCFO will be able to operate without eliminated positions due to increased use of technology. Over time, the agency's financial management programs and functions have undergone significant change, particularly in the use of technology. In October 2011, the agency implemented the Compass Core Financial System, a key element of EPA's overall Financial System Modernization Plan, which provided increased integration among EPA's various systems and added new functionality. Now, we will take greater advantage of the full functionality of Compass to reduce our need for separate systems which cost time, money, and staff resources to integrate. As just one example, moving portions of the payment tracking systems and other interfacing systems into Compass will eliminate the need to reconcile discrepancies when all functionality is housed in one system. This should result in streamlined processes, better data quality, and reduced staff needed for integration of the separate systems and reconciliation of data. As a result, the workforce supporting the agency's financial management operations including the supporting administrative staff, which are located in OCFO, can be restructured and reduced, while qualified technical and IT security staff would be maintained.

We will be able to realign or reorganize to create operational efficiencies, while at the same time minimize any potential negative impacts on the workforce. We also plan to recruit for new skills needed by hiring a modest number of positions. We will recruit candidates who have analytical and critical thinking, and information management and technology skills. If needed, OCFO will implement management-directed reassignments or details to ensure mission-critical programs are not interrupted. OCFO's senior leadership will ensure that the highest priorities of EPA and OCFO will be carried out during this time of organizational change and workforce restructuring.

VSIP will be used in conjunction with VERA to maximize the incentives for employees to accept a VERA/VSIP offer. OCFO's attrition rate is low, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Another target group is eligible for neither optional retirement nor early retirement. For these individuals too, VSIP is the only incentive available. Given that a reduced government income relative to optional retirement is inherent in VERA, we anticipate VSIP to be a

necessary enticement also among the target group who are VERA-eligible. VERA authority in conjunction with VSIP will be essential if we are to reach our goal of 27 voluntary separations from among a target group of 160.

VSIP-Specific Information

- The maximum number of VERA/VSIP to be offered is 27.
- The maximum amount that will be paid is \$25,000.
- The total maximum amount that will be paid is \$675,000.

A maximum of 27 VSIP payments would be offered in accordance with the targeted position spreadsheet.

VERA-Specific Information

As of May 15, 2017, OCFO has 303 non-temporary employees on board. 83 employees are eligible for early retirement. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is 20. At this time, we anticipate one position in an occupational series that OCFO no longer needs may require the incumbent to be involuntarily separated unless the individual accepts a VERA-VSIP offer or finds a position in another EPA office or federal agency. The types of personnel actions anticipated as a result of OCFO's need for VERA include separations, details (if necessary), reassignments, abolished and/or reclassified positions, and internal and external recruitments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
27 Targeted Positions for VSIP x \$25,000	\$675,000
Annual Leave Pay Out for 27 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate (\$49.66) based on the average grade and step (GS-12, Step 10) of the targeted pool x 240 x 27 Offers to Targeted Positions}	\$321,797
Total Maximum Direct Costs	\$996,797

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$41,371,000	\$41,371,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$38,572,747	\$38,572,747
E. Payroll for 7 New Hires	\$362,737	\$725,473
F. Payroll Savings for 20 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,435,516	\$2,072,780
G. Pre-VERA/VSIP Annual WCF Cost	\$2,203,170	\$2,203,170

H. Post VERA/VSIP Annual WCF Cost	\$2,010,660	\$2,010,660
I. WCF for 7 New Hires	\$24,955	\$49,910
J. WCF Savings for 27 VERA/VSIP Targeted Positions (J = G – H – I)	\$167,555	\$142,600
Projected Savings with VERA/VSIP (F + J)	\$2,603,071	\$2,215,380

A - Based on payroll allocation from FY17 Enacted Budget for OCFO.

E - Assumes that new hires in FY 2018 will be onboard for ½ year. Calculation is based on a GS-12 Step 10 (for 2017 in Washington DC). The 2017 GS-12 Step 10 salary is \$103,639 or \$49.66/hr. With a 30% increase to account for benefits, the total annual cost is \$134,730 annually.

G - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and is estimated at \$7,130 each per 309 on-board personnel.

H - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and in FY18 is estimated at \$7,130 per 282 on-boards (309- 27 VERA/VSIP departures = 282 remaining).

I - Working Capital Fund cost is based on the mandatory services (computer, telephone, internet access, etc) and in FY18 is estimated at 7 new hires for half a year (\$24,955); and in FY19 is estimated at 7 new hires for a full year (\$49,910).

VI. Office of Chemical Safety and Pollution Prevention

Business Case

OCSPP is requesting approval authority for the use of VSIP and VERA together to transform its workforce to meet administrative and programmatic challenges facing the organization by reducing administrative support positions through efficiencies and technology, reshaping the organization to reflect changes in programmatic direction and increased efficiency, and reducing and restructuring our highly-graded full-time equivalents. OCSPP plans to offer both VSIP/VERA together (except for series GS-0303 which will only receive VSIP).

- Reduce the number of Miscellaneous Clerk and Assistant positions across OCSPP. As technology use across the workforce has expanded, many of the activities of the administrative staff in this series (e.g., typing, filing, screening calls, scheduling meetings, photocopying, mailing documents, timekeeping, and making travel reservations) have been assumed by the office's professional and technical staff. These functions have been re-engineered into user-friendly automated systems, i.e., Concur, Webforms, People Plus, and other automated administrative work systems. This change in the work environment has diminished the need for positions in this administrative field and will enable the organization to reduce obsolete skills and consolidate a broader range of functions. OCSPP has 3 of these positions. One is in the Office of Pollution Prevention and Toxics (GS-10) in Washington, DC, and 2 are in the Office of Pesticide Programs in Arlington, VA (GS-7, GS-8). All offers would be accepted.
- Reduce and restructure the work of non-supervisory Miscellaneous Administration and Program Series positions in the OCSPP IO to restructure positions with new skill sets that advance multimedia approaches and new technology. The IO will look to restructure positions requiring broader programmatic experience, communication and communication technology and the use of collaboration tools to better support the IO senior management. The IO would evaluate and

determine how to restructure any position prior to filling the position. The IO has 2 GS-13 non-supervisory positions in this series in Washington, DC. All offers would be accepted.

- Reduce the number of Miscellaneous Administration and Program Series positions in OPPT's Information Management Division. The functions of OPPT have evolved with the manner and processing of submissions under the Toxic Substances Control Act (TSCA). Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OPPT would expect to fill any new FTE positions at lower grades in restructured positions. OPPT has 4 non-supervisory GS-13 positions in this series in IMD. Up to two offers would be accepted.
- Reduce and restructure the number of non-supervisory GS-15s across OCSPP. Many non-supervisory GS-15 positions were established to focus on specific programs when sufficient higher graded work was present. Program priorities have evolved over time and continue to do so and not all of these positions are currently required. Increased electronic reporting by the regulated community and automated workflows are resulting in efficiencies and changes in priority functions. OCSPP will review positions that are vacated and determine whether the work of the position is needed or whether it should be abolished. If the position is still needed, we will evaluate and determine how it will be restructured before filling. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties, different job series or a different grade level appropriate for the scope of duties for that position. OCSPP has 56 positions eligible for retirement or early retirement (this excludes one IT security position). Up to 43 offers would be accepted across many series (3 in the IO; 22 in OPPT, 15 in OPP (see the next bullet), and 3 in the Office of Science Coordination and Policy). Positions are located in Washington, DC, Arlington, VA, Chicago, IL and Ft. Meade, MD.
- Reduce the number of OPP supervisory positions by restructuring branches in two OPP divisions. These new structures will consolidate functions across several branches to increase efficiency and increase the supervisor-to-staff ratios. In the Health Effects Division, OPP would combine information functions with science information functions into a single unit and also combine scientific specialties related to health effects and exposure into one branch. This restructuring would lead to better cross-sharing of information and more efficient use of technical capabilities and staff resources. In the Pesticides Re-evaluation Division, OPP would eliminate one branch and task work from that branch across three other branches, eliminating the need for an administrative services branch. Reshaping these branches helps with increased efficiency and reduces the number of supervisors. OPP would re-task work to existing staff and supervisors. OPP currently has 3 positions located in Arlington, VA. Two of the three are GS-15-0343 Program Analysts, and one is a 0401 Biologist. Up to 15 positions would be accepted in OPP from this group and the OPP non-supervisory GS-15s combined (OPP current and future organization chart attached.)

The specific positions, grade, series and locations targeted can be found in the targeted position spreadsheet.

Budget Information

Table A – Direct Costs for VERA/VSIP	
68 of Targeted Positions for VSIP x \$25,000	\$1,700,000

Annual Leave Pay Out for 68 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step (<i>GS 13 Step 5 - \$66.49</i>) of the targeted pool x 240 x 68 of Targeted Positions}	\$1,085,117
Total Maximum Direct Costs	\$2,785,117

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$133,784,000	\$133,784,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$126,869,040	\$126,869,040
E. Payroll for 20 New Hires	\$1,382,992	\$2,765,984
F. Payroll Savings for 50 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,531,968	\$4,148,976
G. Pre-VERA/VSIP Annual WCF Cost	\$8,081,000	\$8,081,000
H. Post VERA/VSIP Annual WCF Cost	\$7,732,500	\$7,732,500
I. WCF for 20 New Hires	\$69,700	\$139,400
J. WCF Savings for 68 VERA/VSIP Targeted Positions (J = G – H – I)	\$278,800	\$209,100
Projected Savings with VERA/VSIP (F + J)	\$5,810,768	\$4,358,076

Table A

Assumes 68 Targeted Positions at buyouts of \$25,000

Assumes leave payout of 240 hours for all 68 Targeted Positions at a fully loaded average salary rate of a GS 13 Step 5 (\$66.49)

Table B

- A. Assumes FY 17 Enacted Payroll for RPIO 20.
- B. VERA/VSIP payout takes place in FY 17 and does not impact FY 18 or FY 19.
- C. VERA/VSIP leave payout takes place in FY 17 and does not impact FY 18 or FY 19.
- D. Assumes annual payroll cost of annual salary of eligible positions (GS-13 Step 5 - \$138,299) x 50 positions = \$6,914,960.
- E. Assumes payroll for 20 new hires at GS-13 Step 5 \$138,299 * 20 = \$1,797,890. FY 17 costs assume hiring in April 2018.
- F. A – B – C – D – E
- G. Assumes FY 17 Enacted WCF for RPIO 20.
- H. Assumes savings of \$348,500 – annual WCF cost / FTE of \$6,970 * 50 maximum offers
- I. Assumes annual WCF cost for 20 new hires of \$139,400 – annual WCF cost / FTE of \$6,970 * 20 new hires. FY 17 costs assume hiring in April 2018.
- J. G – H – I

VII. Office of Enforcement and Compliance Assurance

Business Case

The Office of Enforcement and Compliance Assurance is requesting authority for the use of VERA and VSIP to address longstanding shortfalls in extramural and other non-pay accounts through elimination or restructuring of positions vacated by departing employees.

OECA will offer VERA/VSIP broadly to enable redirection and refocusing of resources to establish a more efficient enforcement and compliance program aligned with the agency's strategic direction. OECA will accept VERA/VSIP applications for eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators, allowing the OECA to reshape its workforce, consolidate functions, and preserve extramural funds necessary to meet core business needs. The VERA/VSIP would encompass GS 5 – 15 positions in all locations. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

NOTE: Given the pool of available candidates, if OECA does not receive applicants at the numbers outlined in the Targeted Positions Template, we request the flexibility to increase (or decrease) the number in one or the other category, as long as our total does not exceed 51. This would be implemented by adhering to the selection criteria for each job category and then adjusting other categories where appropriate to meet overall target levels.

Through a combination of restructuring and elimination, OECA will refocus the workforce and balance extramural needs to meet changing priorities in coordination with our state and local partners. Some of OECA's components include separate administrative and program support functions which may be consolidated to reduce redundancies and promote greater efficiency. In addition, OECA may restructure compliance and enforcement activities across organizational lines to improve coordination and streamline functions. For the GS-2210 Information Technology Specialist positions, OECA will restructure two information-security positions and reassign work to lower graded employees in this series. While these are positions with direct-hire authority, reassignments internal to the agency should allow us to meet program needs.

OECA has 681 non-temporary employees in targeted positions, of which 164 are VERA-eligible and 522 are VSIP-eligible. OECA plans to offer up to 51 VSIPs (with or without VERA) to eligible General Schedule employees in all locations and across all job series except GS-1811 Criminal Investigators in a pool of 506 targeted positions. This broad applicant pool will enable a large-scale approach towards a multi-faceted reshaping effort.

The estimate of the total number of employees in OECA who are expected to take voluntary early retirement are 25. With a target of 51 positions overall, we plan to restructure 25 positions to meet changing agency priorities and eliminate 26 positions to address longstanding financial needs for critical agency support activities.

Personnel actions as a result of the VERA/VSIP will likely be part of broader agency reform and restructuring efforts and will be a combination of details, reassignments, competitive hires and realignments.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
51 Targeted Positions for VSIP x \$25,000	\$1,275,000
Annual Leave Pay Out for 51 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate of \$64.63 based on the average grade and step (GS 14/7) of the targeted pool x 240 x 51 Targeted Positions}	\$ 791,070
Total Maximum Direct Costs	\$2,066,070

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,598,000	\$92,598,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$83,265,000	\$83,265,000
E. Payroll for 10 New Hires	\$ 915,000	\$ 1,830,000
F. Payroll Savings for 51 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 8,418,000	\$ 7,503,000
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,896,200	\$ 3,896,200
H. Post VERA/VSIP Annual WCF Cost	\$ 3,503,500	\$ 3,503,500
I. WCF for 10 New Hires	\$ 38,500	\$ 77,000
J. WCF Savings for 51 VERA/VSIP Targeted Positions (J = G – H – I)	\$ 354,200	\$ 315,700
Projected Savings with VERA/VSIP (F + J)	\$ 8,772,200	\$ 7,818,700

- A. Fully loaded average payroll cost for targeted positions (\$183,000 x 506).
- B. No cost in FY 2018 or FY 2019.
- C. No cost in FY 2018 or FY 2019.
- D. Fully loaded average payroll cost for targeted positions minus 51 (\$183,000 x 455).
- E. Assumes hiring of 10 new staff at yearly salary of \$183,000 per employee; 6 months of FY 2018/full year 2019.
- F. See calculation formula.
- G. Average WCF cost per employee in targeted positions (\$7,700 x 506)
- H. Average WCF cost for targeted positions minus 51 (\$7,700 x 455).
- I. Assumes hiring of 10 new staff at yearly WCF cost of \$7,700 per employee; 6 months of FY 2018/full year of FY 2019.
- J. See calculation formula.
- K. See calculation formula.

VIII. Office of Environmental Information

Business Case

OEI will offer VSIP and VERA opportunities to non-supervisory GS-15, GS-14, and GS-13 staff. Our workforce analysis shows a significant proportion of OEI's workforce (132 positions or 43%) is classified in nonsupervisory high-graded GS-14 and GS-15 positions. An additional 138 positions, or 45%, are GS-13; and only 11% are graded at or below the GS-12 level. OEI needs to have a balanced grade structure that is sustainable. Junior and mid-level staff are needed to support our IT and IM experts at the GS-14 and GS-15 levels. With the current distribution, a disproportionate number of OEI's staff is highly-graded experts, which does not allow for a career ladder growth path. Through restructuring, OEI aims to attract appropriately-skilled junior-level staff experienced in modern technology projects and programs. OEI is both an information technology and information management organization; a better distribution of these modern skills is needed to support the agency's mission.

After reducing the number of non-supervisory higher-graded positions (GS-13 and above), OEI will consolidate the higher graded work in remaining positions. Temporary work assignments may be required for high priority projects while the hiring plan is implemented. Some non-critical projects may be delayed during the transition period. Once our non-supervisory, high-graded workforce has been restructured, we will look for opportunities to centralize work where it can be or otherwise align the positions to the appropriate organizations. This will protect against duplication of effort, streamline reporting relationships, and improve accountability.

OEI averages less than 10 retirements per year, although OEI currently has 74 positions that are fully eligible for immediate retirement. Given our low attrition rate and the fact that many of our retirement-eligible employees have continued to work years beyond retirement eligibility, we request authority to offer VERA with VSIP to supplement our number to reach our goal of 30 voluntary separations. Offering VERA with VSIP is more appealing than VERA alone and will likely help us achieve the voluntary separations needed to restructure the grade levels and work of our workforce

VSIP-Specific Information

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations. We plan to offer VSIP/VERA to non-supervisory employees at the GS-13 through GS-15 levels in the specified organizations. GS-2210 IT Specialist Security/INFOSEC are not included in this proposal.

With an organizational FTE ceiling of 421 positions and a vacancy rate of 78 positions, it will be critical for OEI to develop a replacement hiring plan. The goal of the plan will be to lower our grade structure and recruit new skills needed to advance current and future information management and technology requirements for the agency given fewer resources.

We will offer 30 VSIPs, each up to the maximum of \$25,000 for a total amount of \$750,000. The following table illustrates the maximum allocation of VERA/VSIPs by OEI Office and/or Division. Review OEI's Targeted Positions Template for detailed information.

Allocation of VERA/VSIPs by Office		*Allocation of VERA/VSIP by Division (OITO and OEIP)		
ODSTA	4	OEIP	IO	1
OCAPPM	3	OEIP	EQMD	1
OBOS	2	OEIP	ERMD	2
OIM	8	OEIP	FLAD	1
OISP	3	OEIP Total		5

OEIP*	5	OITO	IO	1
OITO*	5	OITO	SBMD	4
TOTAL	[=SUM(ABOVE)]	OITO Total		5

VERA-Specific Information

As of April 17, 2017, OEI employs 343 permanent employees. Following VERA/VSIP, OEI will look to restructure functions, positions, and/or organizational structures to better meet mission needs. To gain additional cost efficiencies and improve OEI's ability to hire and retain highly qualified staff, especially in technical fields, OEI will also consider redistributing some of the restructured positions to RTP, North Carolina, where we currently have staff present. If we deem it necessary to most effectively support EPA's mission, OEI may involuntarily reassign up to 10 employees as a result of this proposal.

A total number of 79 OEI employees are eligible for early retirement. The estimate of the total number of employees in OEI who are expected to take early retirement is eight, or 10% of the total eligible. We expect to complete the following types of personnel actions as a result of OEI's need for VERA: management directed reassignments, details, voluntary separations, permanent internal and external recruitments, temporary/term internal and external recruitments.

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 of Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for 30 of Targeted Positions for VERA, Optional Retirement or Resignation { \$60.83 x 240 x 30 }	\$ 437,976
Total Maximum Direct Costs	\$ 1,187,976

Note: Hourly rate based on the average grade and step (14/5) of the targeted pool per OPM's locality pay salary table for Washington, DC: [[HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB_h.pdf"](https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB_h.pdf)]

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 56,623,657	\$ 56,623,657
B. VERA/ VSIP Payout Cost	\$ 0	\$ 0
C. Leave Payout Cost	\$ 0	\$ 0
D. Post VERA/VSIP Annual Payroll Cost	\$ 52,814,917	\$ 52,814,917
E. Payroll for 30 New Hires	\$ 1,093,134	\$ 2,186,267
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$ 2,715,606	\$ 1,622,473
G. Pre-VERA/VSIP Annual WCF Cost	\$ 2,886,315	\$ 2,886,315
H. Post VERA/VSIP Annual WCF Cost	\$ 2,612,235	\$ 2,612,235
I. WCF for 30 New Hires	\$ 137,034	\$ 274,080
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 137,046	\$ 0

Projected Savings with VERA/VSIP (F + J)	\$ 2,852,652	\$ 1,622,473
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- A. Estimate based on FY 2017 straight-line payroll projection for the year as of July 3, 2017. Does not factor in a cost of living increase, attrition, or unprocessed cash awards.
- D. Post V/V annual payroll cost based on savings of EPA HQ GS-14/5 base yearly salary for 30 positions (\$126,958 X 30 = \$3,808,740), per OPM's locality pay salary table for Washington, DC: [[HYPERLINK "https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB.pdf"](https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2017/DCB.pdf)]. This calculation does not include an estimate of savings on benefits.
- E. FY18 calculations include the base salary (not benefits) of 30 new hires across EPA HQ and EPA RTP onboard for ½ year:
- 3 GS-9 Step 1 in HQ at \$27,486 per person; 3 GS-9 Step 1 in RTP at \$25,739 per person
 - 4 GS 11 Step 1 in HQ at \$33,255 per person; 4 GS 11 Step 1 in RTP at \$31,141 per person
 - 4 GS 12 Step 1 in HQ at \$39,860; 4 GS 12 Step 1 in RTP at \$37,326
 - 4 GS 13 Step 1 in HQ at \$47,398; 4 GS 13 Step 1 in RTP at \$44,385
 - Estimated total salary for new hires at ½ year for HQ = \$564,510 and RTP = \$528,624.
- FY19 calculations include the base salary of 30 new hires from FY 2018 across EPA HQ and EPA RTP onboard for 1 year:
- 3 GS-9 Step 1 in HQ at \$54,972 per person; 3 GS-9 Step 1 in RTP at \$51,477 per person
 - 4 GS 11 Step 1 in HQ at \$66,510 per person; 4 GS 11 Step 1 in RTP at \$62,282 per person
 - 4 GS 12 Step 1 in HQ at \$79,720; 4 GS 12 Step 1 in RTP at \$74,652
 - 4 GS 13 Step 1 in HQ at \$94,796; 4 GS 13 Step 1 in RTP at \$88,770
 - Estimated total salary for new hires at one year for HQ = \$1,129,020 and RTP = \$1,057,247.
- H. Average annual WCF cost per person is \$9,136, for a 12-month period (\$761.30 monthly cost), based on May 2017 usage.
- I. Assumes 30 new hires will be on board for ½ of the year in FY 2018 (\$761.30 x 6 months x 30 hires) and a full year in FY 2019 (\$9,136.00 x 30 hires).

IX. Office of General Counsel

Business Case

The Office of General Counsel provides legal services to all the agency's organizational elements with respect to all programs and activities. Specifically, OGC provides legal opinions, legal counsel, litigation support, and assists in the formulation and administration of the agency's policies and programs as legal advisors. OGC's workforce is primarily comprised of attorney advisers. OGC often has a shortfall in its non-pay budget lines. Because the agency is considering VERA and VSIP, OGC has taken steps to ensure it only has essential personnel at the right grade level so as to ensure it has as much non-pay funding available as possible. In reviewing OGC's ongoing work and the agency's needs, OGC decided to restructure or reduce one (1) highly graded non-supervisory position and one (1) non-supervisory position in its Immediate Office. Below is the VERA and VSIP business case justification:

POSITION	FUNCTION	ORGANIZATION	LOCATION	OCCUPATIONAL CATEGORY	GRADE LEVEL
Senior Counsel for International Affairs	Oversees special projects of significant concern to the agency.	OGC Immediate Office	WA, DC	Management	SL-0905-00
Executive Assistant	Executes day-to-day responsibilities & assignments	OGC Immediate Office	WA, DC	Administrative	GS-0301/12

	that are routine and/or may be of a sensitive nature.				
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The senior counsel SL-0905 position targeted under the VERA/VSIP authorities was a new position OGC created soon after a significant environmental incident. The position's original duty station was in Denver, CO, that was changed in late 2016 to Washington, DC. The position responsibilities included special projects such as supporting the agency mission-driven environmental and human health efforts related to the Region 8 Gold King Mine. Given the reduced impacts surrounding the Gold King Mine efforts at this time, this position is no longer high priority or critical to the agency mission. OGC made the decision to eliminate this position. This position is retirement eligible. OGC will offer only the VSIP authority.

OGC's Immediate Office currently employs two executive assistant GS-0301/12 positions of which one position is considered in excess at the GS-12 level. OGC will target two positions under the VERA/VSIP authorities but will offer only one position. In reviewing its administrative support needs in the OGC Immediate Office, OGC determined that the work may be restructured at the GS-11 level. OGC will offer both the VERA and VSIP authority for the one position.

VSIP- and VERA-Specific Information

The one targeted SL-0905 position is retirement eligible. OGC will offer only the VSIP authority.

- Total 0905 General Attorney = 173 // Retirement Eligible = 25 // VERA eligible = 37 // VSIP eligible = 136

OGC is targeting two positions at the GS-0301/12 but only offering one position based on the first to apply. The one position will be eligible for both VERA and VSIP authority. The targeted GS-12 position will be restructured at the GS-11 level.

- Total 301 Miscellaneous Administration and Program = 13 // Retirement Eligible = 4 // VERA eligible = 3 // VSIP eligible = 13

Budget Information

Table A – Direct Costs for VERA/VSIP	
2 of Targeted Positions for VSIP x \$25,000	\$ 50,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 2 of Targeted Positions}	\$ 40,685
Total Maximum Direct Costs	\$ 90,685

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$39,738,600	\$39,738,600

B. VERA/ VSIP Payout Cost		
C. Leave Payout Cost		
D. Post VERA/VSIP Annual Payroll Cost	\$39,381,990	\$39,381,990
E. Payroll for 1 New Hires	\$42,234	\$84,468
F. Payroll Savings for 2 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$314,376	\$272,142
G. Pre-VERA/VSIP Annual WCF Cost	\$1,979,007	\$1,979,007
H. Post VERA/VSIP Annual WCF Cost	\$1,961,007	\$1,961,007
I. WCF for 1 New Hires	\$4,500	\$9,000
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$13,500	\$9,000
Projected Savings with VERA/VSIP (F + J)	\$327,876	\$281,142

Assumptions:

- A. Payroll based on FY 2017 Op Plan
- B. VERA VSIP Payout – assumes payout will occur in FY17
- C. Leave Payout Cost – assumes payout will occur in FY17
- D. Post VERA VSIP payroll removes cost for a GS-12/6 (\$93,008) and SL position \$187,000. The positions include a 27% benefits rate
- E. New Hire GS-11/1 (\$66,510) plus a 27% benefits rate for ½ yr for FY18 and full year cost in FY19
- F. No assumption: Calculation
- G. Pre VERA/VSIP WCF Cost based on FY 2017 Op Plan authority
- H. Post VERA/VSIP WCF cost reduces the Pre-VERA/VSIP cost by \$ (\$9K per person)
- I. WCF new hire assumes WCF cost for ½ year in FY18 and full year in FY19
- J. No assumption: Calculation

X. Office of International and Tribal Affairs

Business Case

The Office of International and Tribal Affairs proposes offering VERA and VSIP to GS-13 through GS-15 non-supervisory staff and to a small number of staff in administrative positions to facilitate the consolidation of programs and functions across the organization.

OITA currently has 74 non-temporary employees, the majority of whom are at the GS-13 to GS-15 grade levels. We propose to offer VERA/VSIP buyouts primarily to eligible employees at these grade levels, and will restructure the positions vacated by departing employees. The maximum number of positions eligible will be based upon current staffing levels and anticipated organizational needs, with adjustments to be made in accordance with future restructuring efforts.

OITA seeks to align the work of its international and tribal programs with administration priorities. Because of the administration's focus on fewer high-priority initiatives for international and tribal programs, OITA will need fewer higher-graded employees to serve as program leads. (The reduction in the number of key program areas is more significant in the international programs than in the tribal programs, and OITA is targeting fewer positions in its American Indian Environmental Office, accordingly).

Although OITA offered VERA/VSIP in 2014, the Office still has GS-13 through GS-15 level employees performing some functions that could be performed by staff at lower grades. As part of the office's efforts to realign its work and consolidate functions, less complex work will be restructured into lower-graded positions, which will facilitate consolidating more complex duties (e.g., policy development, multilateral negotiations, etc.) among the higher-graded staff who remain following the VERA/VSIP process. EPA offers in-house training (e.g., COR certification, IA Project Officer certification, etc.) that can help prepare lower-graded staff to assume some of the less complex duties currently being performed by higher-graded employees.

A reduction in the number of programs and the number of staff should also allow OITA to further consolidate some administrative functions, with slightly fewer staff providing administrative support to the office's programs. (OITA's 2014 VERA/VSIP process saw the departure of a number of key administrative support staff. Although some further consolidation is possible, there are currently fewer opportunities to reduce administrative functions than to collapse program management functions). OITA's current structure is already "flat." The office anticipates no reorganization as a result of VERA/VSIP. Realignments within each of OITA's constituent organizations are more likely, with teams being combined or staff assignments being consolidated.

Tentative areas of workforce reshaping and restructuring include:

- A reduction in the number of formal teams. Staff in OITA's program components are currently divided into a total of nine teams, each of which is headed by a GS-15 Senior Advisor. Combining existing teams will allow us to reduce the need for a number of higher-graded staff.
- A reduction in the number of GS-15s other than Senior Advisors. OITA's international programs currently have three non-supervisory GS-15s serving in positions other than team leaders. Several of these GS-15s support programs that OITA plans to significantly reduce in order to align the office's international priorities with the focus areas identified by the new administration. As the GS-15s who support these programs depart, OITA will restructure the positions to reduce their full promotion potential and to restructure the positions to support new priority programs.
- Realignment of resources across OITA will increase efficiencies in managing assistance agreements and contracts, which should reduce the number of staff needed to administer these vehicles. Some work currently supported by employees at the GS-13, 14, and 15 grade levels -- in both the international and tribal programs -- can be reassigned to staff at lower grades.

OITA will target a total of six positions in accordance with the targeted position spreadsheet.

VSIP

VSIP will be offered for each of the six targeted positions, with a maximum of five offers being accepted. If OITA receives and accepts the maximum number of requests, \$125,000 will be required for buy-outs.

A number of staff who occupy the targeted positions are already retirement eligible. VSIP will serve as an incentive for these employees to retire from federal service.

VERA

Nineteen employees in OITA are VERA eligible. The estimate of the total number of employees in the office who are expected to take early retirement is two.

The administration's focus on a smaller number of key international and tribal programs will result in the need for fewer higher-graded employees as program leads. Reductions in major initiatives may necessitate the transfer of up to ten OITA employees to other parts of the agency. OITA may also need to make significant changes to portfolio assignments for up to twenty other employees as a result of rapidly changing focus areas for our programs. OITA seeks VERA authority as one option for alleviating the need to transfer employees.

Budget Information

Office of International and Tribal Affairs
Updated: Friday, June 30, 2017

Table A – Direct Costs for VERA/VSIP – FY 2017	
5 Targeted Positions for VSIP x \$25,000	\$ 125,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 5 Targeted Positions}	\$ 73,000
Total Maximum Direct Costs	\$ 198,000

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 12,221,150	\$ 12,221,150
B. VERA/ VSIP Payout Cost	\$ 0	\$ 0
C. Leave Payout Cost	\$ 0	\$ 0
D. Post VERA/VSIP Annual Payroll Cost	\$ 11,414,954	\$ 11,414,954
E. Payroll for 5 New Hires	\$ 174,542	\$ 349,085
F. Payroll Savings for 5 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 631,654	\$ 457,111
G. Pre-VERA/VSIP Annual WCF Cost	\$ 552,500	\$ 552,500
H. Post VERA/VSIP Annual WCF Cost	\$ 516,750	\$ 516,750
I. WCF for 5 New Hires	\$ 17,875	\$ 35,750
J. WCF Savings for 5 VERA/VSIP Targeted Positions (J = G – H – I)	\$ 17,875	\$ 0
Projected Savings with VERA/VSIP (F + J)	\$ 649,529	\$ 457,111

Table B – Estimated Savings Assumptions

- Payroll costs are calculated on OITA's workforce salary and benefits as of May 15 plus
- Line A projected step increases for remainder of FY 2017. (No COLA projected in FY18 though 1.9% in FY19)
- Line B No additional VERA / VSIPs projected
- Line C No additional Leave Payout Cost projected
- Line D Average G14/S5 [Sal & Ben (27%)] for Targeted Positions

- Line E Projected on-boarding April 2018; Average G9/S1 [Sal & Ben (27%)] for New Hires
- Line H Projected FY 2018 WCF FTE costs is \$7,150/year; no projected increase to per year cost factor
- Line I Projected on-boarding April 2018

XI. Office of Land and Emergency Management

The Office of Land and Emergency Management is requesting approval authority for the use of VERA and VSIP.

OLEM will use these authorities to:

- Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with appropriate skill mix through efficiencies and technology;
- Streamline OLEM's national workforce by reducing and reshaping the current top-heavy GS-13/14/15 grade structure to create opportunities for recruiting at lower grade levels for alignment with the agency's highest priorities;
- Restructure existing staff layers to improve organizational productivity while reducing the staffing and associated payroll costs;
- Review and evaluate all programs to take advantage of efficiencies by streamlining and centralizing functions, reducing administrative and programmatic redundancies, and consolidating program mission areas into Centers of Excellence;
- Implement a strategic workforce succession plan to ensure mission critical positions are filled; and create hiring opportunities to correct significant competency gaps by creating a number of vacancies at lower grades (GS-7/9/11) to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization.

OLEM currently employs 494 permanent employees. Of these, 112 are eligible for voluntary retirement, 134 are eligible for early retirement, and 451 are eligible for voluntary separation payments. OLEM plans to target 219 positions with a maximum of 94 offers. Both the VERA and VSIP opportunities will be offered to staff in targeted series in OLEM. The estimated number of employees expected to take early retirement is 24 employees (25%). Because OLEM will be restructuring and not eliminating positions, we expect to rehire approximately 94 positions.

OLEM manages the agency's programs for hazardous waste and underground storage tank management, contaminated site cleanup including federal facilities, Brownfields redevelopment, and accidental releases from oil and chemical facilities.

Under the Resource Conservation and Recovery Act, the Office of Resource Conservation and Recovery is primarily responsible for implementing EPA's resource conservation, recovery and waste management goals. ORCR's principal responsibility is to build a national waste management program, implemented through EPA regional offices and state programs. OLEM plans to reshape and realign its waste management program to create a more efficient national program in two areas:

- (1) More efficient oversight of mature state implemented RCRA Subtitle C Permitting, Corrective Action, PCBs and other state implemented programs.

Most states and territories are authorized to implement both the RCRA Hazardous Waste Permitting and Corrective Action programs. In many cases, the states oversee much of the Permitting and CA work through work sharing agreements with EPA. Today there are more efficient approaches to achieve effective program oversight. Through the use of technology, information, and collaborative problem solving, effective oversight can be achieved with fewer personnel resources.

(2) To offset resource reductions in prior years, efficiencies have been gained across the RCRA program due the implementation of a variety of LEAN efforts. These process improvements distill practical lessons learned and experiences contributed by federal, state, and regulated community representatives involved with many aspects of the federal hazardous waste program.

The RCRA program continues to aggressively use LEAN techniques to achieve cost savings and efficiencies. Continued use of the RCRA FIRST toolbox for corrective action and associated tools in the other areas will help EPA regional staff and their partners take advantage of the efficiency and quality gains from more efficient approaches. These tools include how-to-guides, process flow maps, and tools and templates to make it easier to complete different parts of the RCRA program. Project teams can tailor the resources to efficiently meet each region or state's specific needs.

Under the contaminated site cleanup program, OLEM proposes focusing efforts on addressing risk and on economic redevelopment possibilities, while suspending work on sites or portions of sites that are low risk and have low potential for redevelopment. This will result in a streamlined organization. Site assessment involves gathering historical and other available information about site conditions to evaluate whether the site poses a threat to human health and the environment and/or whether further investigation is needed. The preliminary assessment helps identify sites that may need immediate or short-term response actions.

The site characterization phase determines the nature and extent of contamination at the site, tests whether certain technologies are capable of treating the contamination, and evaluates the cost and performance of technologies to clean up the site. EPA begins its outreach and community involvement efforts concurrently with the site characterization phase as well as during the response decision process. Community Involvement Coordinators (CIC) work with community members throughout the cleanup process. On-Scene Coordinators and Remedial Project Managers also have significant roles along with input from hydrogeologists, toxicologists and ecological risk assessors and grants/project officers that administer cooperative agreements to states for their participation in the process.

OLEM proposes prioritizing cleanup work based on reducing risk and other factors at sites, including but not limited to sites that are good candidates for reuse. Therefore, we will continue to implement all phases of the response program to find future high risk/high redevelopment potential projects to add to the National Priorities List or to conduct removal actions. This will require careful allocation of resources to the completion of the other phases of the process, such as Record of Decision, and Remedial Design and Remedial Actions to achieve completion of site cleanups through fund-lead or enforcement-lead work. This may reduce the need for technical positions as well as administrative staff and will lead to program efficiencies and/or streamlined program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Office of Land and Emergency Management

(June 30, 2017 updated VERA/VSIP Tables)

Table A – Direct Costs for VERA/VSIP	
94 of Targeted Positions for VSIP x \$25,000 (94 offers)	\$2,350,000
Annual Leave Pay Out for 94 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 94 of Targeted Positions} (Assumptions: 94 offers at an hourly rate of a GS-13/5 (DC locality) + 15% benefit [does not include health benefits])	\$1,335,597
Total Maximum Direct Costs	\$3,685,597

Table B – Estimated Savings for FY 2018 through FY 2019 (assumptions list below)		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$82,712,000	\$82,712,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$69,583,443	\$69,583,443
E. Payroll for # New Hires	\$3,358,789	\$6,717,578
F. Payroll Savings for 94 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$9,769,768	\$6,410,979
G. Pre-VERA/VSIP Annual WCF Cost	\$15,702,000	\$15,702,000
H. Post VERA/VSIP Annual WCF Cost	\$15,044,000	\$15,044,000
I. WCF for # New Hires	\$329,000	\$658,000
J. WCF Savings for 94 VERA/VSIP Targeted Positions (J = G – H – I)	\$329,000	\$0
Projected Savings with VERA/VSIP (F + J)	\$10,098,768	\$6,410,979

Assumptions for Table B

A: FY18 & assume FY 2017 Enacted Payroll for OLEM HQ (to allow for comparison)

B: '18 & '19 \$0 as per instructions

C: '18 & '19 \$0 as per instructions

D: '18 & '19 assumes savings of \$13,128,557 (94 offers at GS-13/5 DC locality + 30% benefits costs)

E: '18 assumes 94 rehires at the GS-9/1 DC locality + 30% benefits for ½ year

'19 assumes all 94 are on board for full year (other assumptions the same)

F: '18 & '19 applies formula

G: '18 & '19 assume FY 17 WCF BOC 38 for OLEM HQ (total)

H: '18 & '19 assumes 94 offers leave at \$7000/offer

I: '18 assumes 94 new hires at ½ year at \$7000/hire

'19 assumes 94 new hires at full year at \$7000/hire

J: '18 & '19 applies formula

Total savings = formula

XII. Office of Research and Development

The Office of Research and Development plans to reshape its workforce to place a greater focus on the science supporting the Administrator's priorities of (1) supporting core drinking water/clean water infrastructure projects; (2) implementing TSCA reform; (3) bringing about measurable changes in communities with Superfund sites; and (4) attaining the air quality standards. Our plan is to accomplish this through the restructuring of our workforce by consolidating our Las Vegas workforce to other ORD locations, bringing our supervisor-to-staff ratio in line with agency standards, and reducing the number of highly graded, non-supervisory staff position.

Restructured positions will allow ORD the opportunity to maintain its core post-doctoral program that provides technical expertise in cutting-edge scientific areas supporting the agency's priorities, as well as to create vacancies to recruit staff at the entry level with the skill sets needed to support our core functions. Additionally, reducing the number of employees at our LV facility will allow us to reduce the footprint in leased space, eventually allowing us to reallocate those funds to other high priority initiatives.

ORD plans to use the VERA, in conjunction with the VSIP, as an incentive to implement these restructuring strategies. ORD historically has a low attrition rate, and many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility. Together, these two authorities provide the most favorable opportunity for the organization to meet its goals while offering an attractive incentive for eligible employees to elect to leave the organization.

VSIP will be offered to a maximum of 183 employees with an estimated 55 (or 30%) accepting the offer. These offers will be made to retirement or early out (VERA) eligible employees located in LV, Nevada; eligible employees who are non-supervisors at the GS-14 and above grade level (to include SES, ST, SL); and eligible supervisors with <5 employees. ORD's labs, centers, and offices are all unique in how they support the priorities of the agency. Each will handle restructuring under the three scenarios slightly different based on their current staffing needs, mainly through a variance in the maximum offers by geographic location, series, and grade. Our attached template takes those considerations into account and includes numbers based on the LCO specific requests. ORD will not have any changes to its organizational chart as a result of these offers.

ORD currently has 1564 non-temporary employees. Of those, 322 employees are eligible for early retirement. VERA will be offered to 66 of the non-temporary employees in ORD. The estimate of the total number of employees in ORD who are expected to take early retirement is 13 (20%). ORD does not anticipate any involuntary separations, downgrades or transfers as a result of this restructuring. It is anticipated that it will be necessary to implement a limited number of details and reassignments as a result of the VERA in order to continue our restructuring/reshaping process. We anticipate some reassignments specifically associated with our goal to increase the supervisor/staff ratio in ORD. VERA will help us move toward that goal. Additionally, a reduction in the number of high graded non-supervisors as a result of this VERA will allow ORD to bring in new, lower graded employees with skills to take on work to support the agency's core functions, as well as continue our focus on our post doc program. Please see the targeted position spreadsheet for detailed information for each job series.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Maximum Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	183 x \$25,000 = \$ 4,575,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 3,030,480
Total Maximum Direct Costs	\$ 7,605,480

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$265,438,372	\$265,438,372
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$231,738,922	\$231,738,922
E. Payroll for # New Hires	\$5,468,112	\$10,936,224
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D – E)	\$28,231,338	\$22,763,226
G. Pre-VERA/VSIP Annual WCF Cost	\$10,560,825	\$10,560,825
H. Post VERA/VSIP Annual WCF Cost	\$9,412,500	\$9,412,500
I. WCF for # New Hires	\$661,342	\$588,846
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$486,983	\$559,479
Projected Savings with VERA/VSIP (F + J)	\$28,718,321	\$23,322,705

Budget assumptions:

Table A:

Targeted x 25,000: Assumes max (cap) of 183 accept \$25K each for a total of \$4.575M

Annual Leave Pay Out: The average hourly rate for the targeted pool is \$69 x 183 max (cap) x 240 hours = \$3,030,480

Table B:

A: Amounts of PC&B for ORD as of FY17

B: Assumes that no VERA/VSIP payout will take place in FY18 or FY19.

C: Assumes that no leave payout will take place in FY18 or FY19.

D: Amounts of PC&B estimated for cap of 183 leaving with \$145,000 average salary and 27% benefits % of PC&B estimate across EPA, so (Line A) - (183 X \$145,000 X 127%) = \$231,728,922 for FY18 and the same for FY19.

E: We estimate 92 new hires at an average hourly rate of \$45/hour, with 27% benefits. We assume the new hires work half the year for FY18 and all FY19, so, (92 X \$45 X 2080 X 127% X 50%) = \$5,468,112 for FY18, and double or \$10,936,224 FY19.

G: The \$6275 WCF cost/year/person for FY17 for ORD FTE times 1683 FTE FY18/FY19 is: (1683 X \$6275) = \$10,560,825.

H: \$6275 WCF cost/year/person for FY17. Assuming 183 depart, (Line G) - (\$6275 X 183) = \$9,412,500 FY18/FY19.

I: \$6275 WCF cost/year/person for FY17. Additional one-time background check costs are \$4051/employee. For 92 new hires, working a half year in FY18 and all FY19, cost is $(\$6275 \times 50\% \times 92) + (\$4051 \times 92) = \$661,342$ for FY18 and $(\$6275 \times 92) = \$559,479$ for FY19.

XIII. Office of Water

The Office of Water (OW – Washington, DC and Cincinnati, OH) will use the VERA and VSIP authorities to:

- Reduce and rebalance our current grade structure by reducing GS-13s and GS-14s, non-supervisory GS-15s, and supervisory and non-supervisory SLs to adjust skill and grade levels.
- Restructure our programmatic and administrative positions to refresh skill sets to address modern and ever-changing technologies, enhance collaboration and coordination, and deal with increasingly complex technical and scientific challenges.
- Reshape current workforce to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities in current and potentially different series to create a higher-performing organization.
- Assess on an ongoing basis our position management structure and make future changes based on staff attrition and changing technology.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

The office will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. This will allow us to recruit at the entry-level for positions working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives. Other positions, to the extent feasible and practical, will be restructured through the transfer and retraining of staff with outdated skill sets or staff that are currently focused on work activities that will not be emphasized in the future.

How VSIP will be used in conjunction with VERA

OW will use the VERA authority to increase the number of positions in the targeted job series who would be eligible to accept a VSIP offer, if they were allowed to retire early. Currently, there are 85 targeted positions that are eligible for voluntary (optional) retirement and eligible to accept a VSIP offer without VERA approval. The number of VERA employees eligible for a VSIP is 67 so by adding VERA, the number of targeted positions who are eligible to accept a VSIP offer increases to 152 and improves the probability of reaching the OW goal to realign resources. Additionally, by adding employees who are eligible for VSIP only (239) and not eligible for voluntary or early retirement, it increases our number of positions in targeted job series to 391. OW will make VERA and VSIP offers simultaneously to all employees in targeted positions during the same offer period. A total of 30 VSIP offers will be approved and the combined use of VERA authority along with the VSIP offers will increase the odds of OW reaching the goals of restructuring and reshaping the workforce. OW will approve up to 30 VSIPs, each up to the maximum of \$25,000 or the amount of severance pay to which an employee is entitled (whichever is less).

VERA-Specific Information

Number of non-temporary employees in OW undergoing change	391
Number of non-temporary employees in OW who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation	5
Number of employees in OW who are eligible for early retirement (excluding employees eligible for optional retirement)	67
The estimate of the total number of employees in OW who are expected to take early retirement is:	5

The actions listed below provide a description of the types of personnel actions anticipated as a result of OW's need for voluntary early retirement authority:

- Directed Reassignments
- Details
- Voluntary Separations
- Abolish or Reclassify Positions
- Voluntary Retirements
- Internal and External Recruitments

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$750,000
Annual Leave Pay Out for 30 targeted positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions}	\$470,098
Total Maximum Direct Costs	\$1,220,098

- 1) Annual Leave payout is calculated based on the average grade and step for the target pool:
 - Hourly salary of an SL employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$84.76 \times 240 = \$20,342 \times 1 = \$20,342$
 - Hourly salary of a GS15, Step 7 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$75.77 \times 240 = \$18,185 \times 11 = \$200,033$
 - Hourly salary of a GS14, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$62.62 \times 240 = \$15,029 \times 9 = \$135,261$
 - Hourly salary of a GS13, Step 6 employee in Washington, D.C. times 240-hour annual leave balance times the targeted number of VERA/VSIPs. $\$52.99 \times 240 = \$12,718 \times 9 = \$114,462$
 - The total leave payout is the sum of $\$20,342 + \$200,033 + \$135,261 + \$114,462 = \$470,098$
- 2) The total maximum direct cost is the sum of $\$750,000 + \$470,098 = \$1,220,098$

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$92,832,000	\$92,832,000

B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost (pre-VERA/VSIP payroll cost- payroll for 30 targeted positions)	\$87,314,227	\$87,314,227
E. Payroll for 15 New Hires (assumes 15 FTEs external to OW by mid-year in FY18)	\$634,473	\$1,268,946
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$4,883,300	\$4,248,827
G. Pre-VERA/VSIP Annual WCF Cost	\$5,914,224	\$5,914,224
H. Post VERA/VSIP Annual WCF Cost	\$5,619,984	\$5,619,984
I. WCF for 15 New Hires (assumes half of WCF costs for FY18; full WCF for FY19)	\$73,560	\$147,120
J. WCF Savings for 30 VERA/VSIP Targeted Positions (J = G – H – I)	\$220,680	\$147,120
Projected Savings with VERA/VSIP (F + J)	\$5,103,980	\$4,395,947

A. Pre VERA/VSIP costs are based on the 2017 Opplan payroll.

B and C. Employees will be required to separate by the end of Fiscal Year 2017 so there are no anticipated VERA/VSIP costs or payroll associated with FY18 or FY19.

D. Post VERA/VSIP annual payroll is pre-VERA/VSIP payroll minus the payroll costs for 30 targeted positions. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits. This total is multiplied by the number of VERA/VSIPs offered.

SL \$176,303 x 1 = \$176,303

GS 15/7 \$158,123 x 11 = \$1,739,353

GS 14/6 \$130,692 x 9 = \$1,176,228

GS 13/6 \$110,595 x 9 = \$995,355

Total payroll costs for targeted VERA/VSIP positions = \$4,087,239 + 35% = \$5,517,773

Post VERA/VSIP annual payroll = \$92,832,000- \$5,517,773 = \$87,314,227

E. Assumes new hires will be on board for half of FY18 and the entirety of FY19. Salary calculations are based on the annual salary of an employee in Washington, D.C. An additional 35% increase is added to account for benefits.

GS 9/1 \$54,972 x 5 = \$274,860 x .5 = \$137,430

GS 11/1 \$66,510 x10 = \$665,100 x .5 = \$332,550

E (FY19). \$274,860 + \$665,100 = \$939,960 + .35 = \$1,268,946

E (FY18). \$939,960 x .5 = \$469,980 + .35 = \$634,473

F (FY18) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$634,473 = \$4,883,300$$

F (FY19) Payroll Savings for # VERA/VSIP Targeted Positions

$$\$92,832,000 - \$0 - \$0 - \$87,314,227 - \$1,268,946 = \$4,248,827$$

G. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access.

$$\$9,808 \times 603 \text{ on-boards} = \$5,914,224$$

H. Working capital fund costs are based on \$7,000 per person per year for computer, telephone and internet access, times the targeted number of VERA/VSIP positions. Total Working capital fund costs – VERA/VSIP savings.

$$\begin{aligned} \$9,808 \times 30 &= \$294,240 \\ \$5,914,224 - \$294,240 &= \$5,619,984 \end{aligned}$$

I. Working Capital Fund costs assume new hires will be on board for half of FY18 and the entirety of FY19.

(FY18). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access. Cost for 6 months is \$4,904. $\$4,904 \times 15 = \$73,560$

I (FY19). Working capital fund costs are based on \$9,808 per person per year for computer, telephone and internet access, times the targeted new hires. $\$9,808 \times 15 = \$147,120$

J (FY18) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$73,560 = \$220,680$$

J (FY19) WCF Savings for # VERA/VSIP Targeted Positions

$$\$5,914,224 - \$5,619,984 - \$147,120 = \$147,120$$

FY18 Projected Savings with VERA/VSIP. $\$4,883,300 + \$220,680 = \$5,103,980$

FY19 Projected Savings with VERA/VSIP. $\$4,248,827 + \$147,120 = \$4,395,947$

XIV. Region 1

Business Case

Region 1 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts/goals in three areas: consolidate/reduce administrative support; reduce/restructure highly graded positions; and restructure positions to focus on technical and programmatic priorities and core business functions.

Region 1 employs 567 non-term employees. Currently, 137 (24%) of our workforce is eligible for a Regular Retirement, and 201 (36%) of our workforce is eligible for an Early Retirement. While we have

made good progress in shaping a workforce to meet our mission's objectives, the region's continued low attrition ranging from 3% to 4% per year has slowed our efforts to restructure the workforce and achieve efficiencies. Using a strategic but narrow approach to identifying eligible positions in each Division, we believe that VERA/VSIP can accelerate our workforce restructuring goals. Region 1 senior leaders have determined that offering VSIP in conjunction with VERA will increase our ability to meet these goals.

Region 1 will offer a total of 36 VERA/VSIP opportunities to 112 positions which are eligible for either a Regular Retirement or an Early Retirement. Region 1 will not be offering VSIP to employees not currently eligible for Regular Retirement or an Early Retirement, as management has determined, with our narrow approach, the skill sets and positions established are needed to support mission objectives. The estimate of total number of employees in the region to take an early retirement is seven.

Administrative and Support Functions: As the region adopts new technologies, employs Lean principles to our operations, and centralizes certain functions, our administrative and support needs continue to change. In the case of the VERA/VSIP opportunities offered to administrative and support functions, the remaining work will be pooled or absorbed with existing positions, or restructured into lower graded, part-time positions.

Region 1 will offer a maximum of 5 VERA/VSIP opportunities to 9 individuals/positions in the Boston, Massachusetts location.

Reduce and/or Restructure Highly Graded Positions: Region 1 plans to reduce the number of high graded technical experts and senior policy advisors to better reflect the current priority work. For emerging priority needs, the region will work with our SSC to restructure technical expert positions and senior policy advisors consistent with classification standards used across the agency. In instances where the position is eliminated, remaining work will be redistributed to grade appropriate positions, or the position may be reclassified at a lower grade level and considered for reassignment. To support a greater balance of grade levels across the region we may consider entry-level hiring for positions needing new skill sets or expertise not readily available within the region.

Region 1 will offer a maximum of 12 VERA/VSIP opportunities to 27 individuals/positions: 3 VERA/VSIP opportunities to employees in Chelmsford, MA; and 9 VERA/VSIP opportunities to employees in Boston, Massachusetts location.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Table A – Direct Costs for VERA/VSIP	
36 of Targeted Positions for VSIP x \$25,000	\$ 900,000
Annual Leave Pay Out for 36 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 320 x # of Targeted Positions}	\$ 665,219

Total Maximum Direct Costs	\$ 1,565,219
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Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$86,525,000	\$86,525,000
B. VERA/ VSIP Payout Cost	0	
C. Leave Payout Cost	0	
D. Post VERA/VSIP Annual Payroll Cost	\$80,953,776	\$80,953,776
E. Payroll for # New Hires	0	0
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$5,571,224	\$5,571,224
G. Pre-VERA/VSIP Annual WCF Cost	\$2,774,000	\$2,774,000
H. Post VERA/VSIP Annual WCF Cost	\$2,630,000	\$2,630,000
I. WCF for # New Hires	0	0
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$ 144,000	\$ 144,000
Projected Savings with VERA/VSIP (F + J)	\$5,715,224	\$5,715,224

Table A:

Assumed maximum carryover and leave to date of calculation and assumed some used average 320 annual leave hours times hourly rate at step 10 of grade

Table B:

A: This is the Annual Payroll Cost per Bas v. 1 for Region 1

D. Assumed the Step 10 for each grade level targeted

I. No planned external hires as a result of VERA/VSIP restructured positions. Internal hires will be used. Have factored in Annual Payroll Costs in line A.

J. Annual WCF costs \$ 4,000 per position

XV. Region 2

Business Case

Region 2 proposes to extend a maximum of 30 VERA/VSIP offers, up to 27 to employees with a New York, NY duty station and up to three to employees with an Edison, NJ duty station. These fall into three of the six major themes identified by the agency. Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

- Consolidate and streamline functions/activities/reduce number of programs.
- Restructure or reduce highly-graded supervisory or non-supervisory positions.
- Consolidate or Reduce Administrative or Support Functions.

The estimated number of employees expected to take early retirement is eight to 10. This assumes that 1) a majority but not all of slots will be taken; and 2) employees eligible for regular retirement will have service computation dates that have the effect of precluding some offers to less senior VERA-eligible applicants. Region 2 intends for employees in targeted positions to be included in the offer pool regardless of whether they are eligible for VSIP and regular retirement, VERA/VSIP, or VSIP only.

Absent a VERA/VSIP, we would anticipate no involuntary actions of an adverse nature; some employees would need to be reassigned. We do not anticipate undertaking a reorganization following the implementation of this VERA/VSIP proposal. Therefore, we are providing a single set of organization charts. The theme-based paragraphs above convey a sense of how the region would operate with certain positions eliminated and others filled at lower grades, different series, or with a different set of programmatic responsibilities. We anticipate that personnel actions as a result of VERA/VSIP implementation would include a modest number of reassignments, details, and merit promotions. We may also proceed with external hires at the entry level based on feasibility and degree of need.

Budget Information

Table A – Direct Costs for VERA/VSIP	
30 Targeted Positions for VSIP x \$25,000	\$ 750,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate of based on the average grade and step of the targeted pool x 240 x 30 Targeted Positions} *	\$ 506,928
Total Maximum Direct Costs	\$ 1,256,928

Notes:

* Annual leave payouts based on an average hourly rate of \$52.805 and 320 hours of leave for each employee who takes the VV.

Table B – Estimated Savings for FY 2018 through FY 2019		
	<i>FY 2018 Estimate</i>	<i>FY 2019 Estimate</i>
A. Pre-VERA/VSIP Annual Payroll Cost	\$ 121,683,000	\$ 121,683,000
B. VERA/ VSIP Payout Cost	\$ -	\$ -
C. Leave Payout Cost	\$ -	\$ -
D. Post VERA/VSIP Annual Payroll Cost	\$ 117,207,977	\$ 117,207,977
E. Payroll for 15 New Hires	\$ 577,588	\$ 1,155,177
F. Payroll Savings for 30 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$ 3,897,435	\$ 3,319,846
G. Pre-VERA/VSIP Annual WCF Cost	\$ 3,887,000	\$ 3,887,000

H. Post VERA/VSIP Annual WCF Cost	\$ 3,767,000	\$ 3,767,000
I. WCF for 15 New Hires	\$ 30,000	\$ 60,000
J. WCF Savings for 15 VERA/VSIP Targeted Positions (J = G – H – I)	\$ 90,000	\$ 60,000
Projected Savings with VERA/VSIP (F + J)	\$ 3,987,435	\$ 3,379,846

Notes:

- A. 2018 Pre-VV Annual Payroll Cost based on current FY 2017 payroll costs.
- B. VV payout takes place in FY 17 and does not impact FY 18 or FY 19.
- C. Leave payout takes place in FY 17 and does not impact FY 18 or FY 19.
- D. Projected payroll costs based on current FY 17 salaries.
- E. Payroll for New Hires assume the 15 positions identified for restructuring will be filled within 6 months for FY 2018 and will be charging the entire FY for FY 2019.
- G. For WCF savings and hires, \$4,000 used per position.
- H. For WCF savings and hires, \$4,000 used per position.
- I. WCF for New Hires assume the 15 positions identified for restructuring will be filled within 6 months for FY 2018 and will be charging the entire FY for FY 2019.

XVI. Region 3

Business Case

Region 3 is requesting VERA/VSIP authority to increase its flexibility in implementing efficiency measures by eliminating positions, restructuring positions and reassigning staff to priority programs. The region is currently at FTE ceiling. The current attrition rate of 3-4% annually, would not allow the region to pursue the efficiency measures without VERA/VSIP incentives. To achieve the reductions needed to implement the efficiency measures, VERA/VSIP will be offered to employees in most job series and grades within targeted levels. The region is not proposing to reorganize as a result of VERA/VSIP however it is anticipated that reassignments and limited merit promotion actions will be required as a result of the VERA/VSIP. Future reorganizations would be based on outcomes from new initiatives and policy directions and the response to VERA/VSIP. The region is proposing the following actions to increase efficiency and effectiveness of agency programs and regional operations:

1. Delayering.

On average, the supervisor to staff ratio in the region is 1:8. The ratios vary widely by Divisions and there are opportunities to reorganize functions in order eliminate supervisory positions and decrease supervisory layers. In addition, an increased focus on scientific positions has reduced the need for Supervisory Environmental Protection Specialists.

2. Consolidate or reduce administrative functions.

Improvements in technology and decreased dependence on paper has made many traditional administrative and clerical functions obsolete. By offering VERA/VSIP to all grades in the administrative and clerical series, these support functions can be consolidated.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

The region has over 85 non-supervisory GS-14/15 positions. Offering VERA/VSIP to all eligible staff in this population will help reduce the number of GS-14 and 15 employees. Remaining non-supervisory GS-14/15s can be reassigned to vacated supervisory positions where suitable.

Forty percent of the region is a GS-13. While there is a need to maintain higher graded staff to provide leadership and subject matter expertise to programs, the region is weighted heavily in higher grades. Through attrition gained by VERA/VSIP, the region will restructure functions and reassign work to the existing positions. The region has over 100 interdisciplinary scientists at the GS-07/09/11/12 level who can be reassigned to new functions to fill critical areas. These entry level staff will benefit from cross training early in their career and build the capability of the next generation of agency leaders. The region does not anticipate filling any of the positions with external candidates, though there may be opportunities for reassignments and merit promotion actions within the existing workforce.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. These functions are filled by staff in a range of positions, series and grades. By offering VERA/VSIP widely, staff remaining in these functions can be shifted to new program requirements.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
159 of Targeted Positions for VSIP x \$25,000	\$ 3,975,000
Annual Leave Pay Out for 159 of Targeted Positions for VERA, Optional Retirement or Resignation {\$51.65 based on the GS-13/6 of the targeted pool x 240 x 159 of Targeted Positions}	\$ 1,970,964
Total Maximum Direct Costs	\$ 5,945,964

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$112,875,000	\$112,875,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0

D. Post VERA/VSIP Annual Payroll Cost	\$95,737,344	\$95,737,344
E. Payroll for 0 New Hires	0	0
F. Payroll Savings for 159 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$17,137,656	\$17,137,656
G. Pre-VERA/VSIP Annual WCF Cost	\$4,196,547	\$4,196,547
H. Post VERA/VSIP Annual WCF Cost	\$3,343,830	\$3,343,830
I. WCF for 0 New Hires	0	0
J. WCF Savings for 159 VERA/VSIP Targeted Positions (J = G – H – I)	\$852,717	\$852,717
Projected Savings with VERA/VSIP (F + J)	\$17,990,373	\$17,990,373

Footnotes

1. Table A – Hourly rate (\$51.65) of a GS-13/6 X 240 X 159 (# of targeted positions)
2. Table B – Row D – Yearly salary (\$107,784) of a GS-13/6 x 159 = \$17,137,656 subtracted from \$112,625,000
3. Table B – Row G - \$5,363/per person X 782.5 FTE
4. Table B- Row J - \$5,363 X 159 = \$852,717

XVII. Region 4

Business Case

As Region 4 continues to acquire the skills needed to perform current and emerging technical, analytical and programmatic work of the organization, we will need skill sets that are multidisciplinary, highly analytical, creative, and flexible. Building on our FY 2014 VERA/VSIP efforts in restructuring the workforce to create a higher-performing organization, we will utilize these authorities to continue to focus on optimizing our workforce in support of the agency's and region's mission critical priorities. The VERA and VSIP authorities will allow region 4 to continue to garner efficiencies and better serve customers. Region 4 will align grade levels and restructure the workforce to recruit new skills and competencies in support of evolving agency needs and mission critical core programs; and, meet technical, operational, financial, and programmatic challenges facing the organization. This will include providing training and assistance to our state counterparts and addressing critical infrastructure needs within the region, in addition to, increasing the number of employees trained and working in core program areas (i.e., biological sciences, environmental engineering, physical sciences, and project management) while reducing certain administrative/clerical series and other functions related to non-core program work.

Region 4 will reduce positions which are obsolete and/or do not provide optimum flexibility in staffing environmental programs, technical, mission support, information and operations positions. Readjusting priorities, we will have the opportunity to recruit skills to meet emerging technical and programmatic needs. In consolidating position functions into other technical positions, we will improve flexibility and increase efficiency of core mission functions. We will reshape the workforce where the demand for specific skills is no longer there, place expertise in needed areas; and, recruit at lower grades where gaps are identified.

Region 4 has been a leader in working with state and private partners to develop tools to increase the capacity of state and local governments to adopt and implement more efficient policies, practices and incentives. In continuing cooperative federalism, we intend to take advantage of the efficiencies created by those tools, including technology, information and collaborative problem solving. Our partnership with states and tribes will allow us to focus efforts to realign resources, streamline and merge functions across the organization, reduce redundancies and subsequently strengthen our support of state and tribal functions.

Region 4 continues to evaluate opportunities for consolidation or realigning resources for compliance and enforcement activities. The region has identified opportunities to achieve near term workforce reductions to achieve a more efficient and focused enforcement and compliance program. Region 4 will capitalize on workforce reductions to create more efficiencies by aligning with the agency's strategic direction and support efforts to manage shortfalls in extramural funding experienced over the past few years. Priorities will be realigned with personnel focusing efforts on addressing high risk sites and on economic redevelopment possibilities. The region will continue to reallocate resources to achieve completion of site clean ups through fund lead or enforcement lead work. As a result, it is anticipated that the efforts will lead to program efficiencies and further streamline program operations, including the implementation of cross discipline expertise, consolidation of organizational elements, and the introduction of entirely new competencies to better meet program goals.

As positions are vacated, Region 4 will review to determine appropriate restructuring. Decisions on job series, duties, grade and promotion potential will be made after careful evaluation of the needs and priorities of the organization, current and projected staffing levels, and VERA-VSIP rules and requirements. Restructured positions will reflect new and/or different duties and grade level(s) appropriate for the scope of work performed. In some cases, the duties of a vacated position may be reassigned to another position.

The aforementioned efforts will facilitate strategic workforce planning to ensure mission critical positions are filled and hiring priorities are adjusted to correct any anticipated significant competency gaps within the organization.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP – Region 4	
25 of Targeted Positions for VSIP x \$25,000	\$ 625,000
Annual Leave Pay Out for 25 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 25 of Targeted Positions}	\$ 284,114
Total Maximum Direct Costs	\$909,114

Table B – Estimated Savings for FY 2018 through FY 2019 – Region 4		
	FY 2018 Estimate	FY 2019 Estimate

A. Pre-VERA/VSIP Annual Payroll Cost	\$130,535,000	\$130,535,000
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$126,935,000	\$126,935,000
E. Payroll for 15 New Hires	\$1,087,500	\$2,175,000
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,512,500	\$1,425,000
G. Pre-VERA/VSIP Annual WCF Cost	\$4,059,000	\$4,059,000
H. Post VERA/VSIP Annual WCF Cost	\$3,946,500	\$3,946,500
I. WCF for 15 New Hires	\$33,750	\$67,500
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$78,750	\$45,000
Projected Savings with VERA/VSIP (F + J)	\$2,591,250	\$1,470,000

Table A

Calculation based the 25 particular targeted positions' grade level @step-5 hourly rate.

Table B

Row A: Annual payroll cost (2017 Operating Plan Payroll – Pre-VERA/VSIP)

Row B: Assumes VERA/VSIP payout takes place in FY17 and no impact to FY18 or FY19.

Row C: Assumes Leave Payout takes place in FY17 and no impact FY18 or FY19.

Row D: Annual payroll cost less cost for 25 targeted positions @\$144K each (\$130,535,000-\$3.600,000).

Row E: Assumes 15 external hires to R4 @\$145k each (FY18-50% and FY19-100%).

Row G: WCF cost/regional employee. (\$4500 per employee)

Row H: Assumes WCF on-board cost minus 25 targeted positions. (\$4500 per position)

Row I: Assumes \$4,500 @15 new hires (FY18-50% and FY19-100%).

XVIII. Region 5

Business Case

Both the VERA and VSIP opportunities will be offered to a maximum of 79 employees in targeted occupations, and grade levels located within EPA Region 5. Region 5 will target 182 positions and a maximum of 79 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level.

Our shifting mission requirements and need for efficiencies require the region to reduce, rebalance, and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%, without the use of VERA/VSIP. Region 5 is seeking VERA/VSIP authority to focus on ensuring that critical positions and job series are maintained and occupied with employees with the appropriate skills to meet our mission. Opportunities to gain efficiencies through consolidation and restructuring to increase the staff to supervisory ratio while rebalancing the top-heavy specialist positions into entry-level generalist positions are described in detail below.

Information Required for VERA and VSIP Requests

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping to accommodate shifting priorities in the agency and within the region. In addition to targeting positions that will be eliminated, we plan to use VERA and VSIP to target organizations and/or job series that could provide efficiency opportunities by moving to broader scientist/engineer series by restructuring higher graded specialist positions. This should provide for flexibility in the workforce regardless of budget constraints. We plan to reduce and restructure our workforce through a multi-pronged approach of consolidating duties, reducing branches and sections within most divisions/offices, and addressing the changing nature of workforce skill requirements.

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility, we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 79 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

VERA Specific Information

Region 5 employs 1,075 permanent employees. There are 244 employees currently eligible for retirement, with an additional 42 becoming eligible by the end of this calendar year. There are 278 employees eligible for VERA under the plan, with an additional 3 becoming eligible by the end of the calendar year. The estimate of the total number of employees in the agency/organization who are expected to take early retirement is nine (9).

As a result of the agency's need for VERA, Region 5 anticipates the following personnel actions may be necessary:

- Directed reassignments
- Details
- Temporary promotions
- Voluntary separations
- Abolish and/or reclassify positions

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
79 of Targeted Positions for VSIP x \$25,000	\$ 1,975,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average	\$ 939,658

grade and step of the targeted pool x 240 x 79 of Targeted Positions}	
Total Maximum Direct Costs	\$ 2,914,658

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$145,857,958	\$145,857,958
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$135,515,460	\$135,515,460
E. Payroll for 71 New Hires	\$2,368,330	\$4,736,659
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$7,974,168	\$5,605,839
G. Pre-VERA/VSIP Annual WCF Cost	\$5,295,000	\$5,295,000
H. Post VERA/VSIP Annual WCF Cost	\$4,979,000	\$4,979,000
I. WCF for 71 New Hires	\$142,000	\$284,000
J. WCF Savings for 79 VERA/VSIP Targeted Positions (J = G – H – I)	\$174,000	\$32,000
Projected Savings with VERA/VSIP (F + J)	\$8,148,168	\$5,637,839

Table A

Used average hourly rate of \$49.56 for a GS12 step 10.

Table B

A: Base cost from latest pay period posted (2017 PP20) projected for 26 pay periods with 27% added for benefits (\$4,417,261 x 26 x 127%).

B: \$0 per guidance

C: \$0 per guidance

D: Row A minus annual payroll cost of 79 targeted positions (\$49.56 x 127% x 2080 Hours x 79).

E: New outside hires at lower pay (GS 9 step 1) for restructured positions using \$26.29 per hour including 22% for benefits (\$26.29 x 2080 x 122% x 71) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

G: WCF amount pulled from BAS v4.0 2017 Enacted Operating Plan

H: Row G minus annual WCF cost of 79 targeted positions (\$4,000 x 79).

I: New outside hires for restructured positions using annual WCF cost of \$4,000 per FTE (\$4,000 x 71) starting at mid-year 2018. Applied half the amount to 2018 and the full amount to 2019.

XIX. Region 6

Business Case

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and layering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to

employees in all job series and grades within targeted levels, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of agency core environmental programs and regional operations:

1. Delayering.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delay our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions is known. Therefore, future organizational charts will not be submitted at this time.

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the agency priorities related to essential technical work and invest savings in these areas.

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step – this is a GS-13 step 10 for Region 6) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$107,218,000	\$107,218,000
B. VERA/ VSIP Payout Cost	-0-	-0-
C. Leave Payout Cost	-0-	-0-
D. Post VERA/VSIP Annual Payroll Cost	\$85,832,271	\$85,832,271
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$3,356,152	\$6,712,305
F. Payroll Savings for # VERA/VSIP Targeted Positions	\$18,029,577	\$14,673,424
G. Pre-VERA/VSIP Annual WCF Cost	\$4,157,417	\$4,157,417
H. Post VERA/VSIP Annual WCF Cost	\$3,328,190	\$3,328,190
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$358,204	\$716,407
J. WCF Savings for # VERA/VSIP Targeted Positions	\$471,023	\$112,820
Projected Savings with VERA/VSIP (F + J)	\$18,500,600	\$14,786,244

Table A:

Annual leave payout based on average GS 13 Step 10.

Table B:

- A. Payroll Ceiling is based on FY 17 on-board FTE of 737 on 31 Mar 2017. No price adjustments for COLAs are included.
- B. VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
- C. Lump Sum Leave payout takes place in FY17 and does not impact FY18 or FY19.
- D. Annual payroll of 590 remaining FTE after VERA/VSIP based on average annual labor cost. (\$145,479 x 590 = \$85,832,271).
- E. New hires of 127 FTE at GS 9 Step 1, start date April 2018.
- F. A-B-C-D-E = F.
- G. Average WCF Cost of \$5,641 per 737 FTE.
- H. Average WCF Cost of \$5,641 per 590 FTE.
- I. Average WCF Cost of \$5,641 per 127 FTE, start date April 2018.
- J. G-H-I = J.

XX. Region 7

Business Case

Region 7's low attrition rate (around 4%) will not generate enough attrition to create a sufficient number of vacancies to rebalance and reshape our workforce. In order to avoid the use of more drastic authorities, Region 7 would like to utilize VERA and VSIP to reduce the level of full time employee equivalents.

Targeting decisions were made by senior managers based on the specific mission needs required to reshape the Region 7 workforce with new skills and competencies. Through attrition gained by VERA and VSIP, we expect fewer higher graded positions and the most complex work (i.e., GS-13 level and above) will be reassigned to remaining higher graded positions in order to concentrate this work into fewer positions. In addition to creating more workforce balance between higher and lower graded positions, our restructuring is expected to introduce enhanced integration of multimedia approaches and advanced technology skills to more efficiently and effectively implement program objectives.

Region 7 will offer a total of 45 VERA/VSIP opportunities up to 168 non-SES positions which are eligible for either a regular retirement or an early retirement. The following occupational series are not the focus for VERA/VSIP in Region 7: SES, GS-510, GS-511, GS-1102, GS-1109, GS-2210 as well as Phased Retirees. Region 7 will not be offering VSIP to employees not currently eligible for regular retirement or an early retirement. As with other federal workforce restructuring authorities, the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

Region 7 will use these authorities in three focused themes to help transform the workforce:

- Restructure or reduce highly graded supervisory and non-supervisory positions at the GS-13 through GS-15 grade levels, across all divisions and geographic locations within Region 7 to meet our changing mission requirements and move to new models of work. The change in program priorities of the agency and the region has decreased the need for many specialized non-supervisory positions. The work of the non-supervisory positions can be consolidated, eliminated, or redistributed to lower-graded positions.
- Restructure to focus on core business functions in our regional programmatic support positions at the GS-9 through GS-15 grade levels, supervisory and non-supervisory positions, across all divisions within the Kansas and Missouri offices to more efficiently and effectively implement program objectives. Restructuring some of the positions performing these functions could reduce redundancies and promote greater efficiencies.
- Consolidate or reduce administrative or support functions positions at the GS-6 through GS-11 grade levels across all divisions in the Kansas offices to better align with current and projected workload needs. Region 7 may realign administrative support resources and combine functions to capitalize on efficiencies and for enhancing the positions with new skills and competencies. Region 7 will be in a position to pursue additional administrative support consolidation scenarios, or at the very least, will continue to consolidate the administrative support functions into fewer positions.

Region 7's goal is to reduce the overall workforce from 497 permanent employees to 452 permanent employees for FY 2017. VSIP opportunities will be offered to up to 45 employees. The estimate of the total number of employees in Region 7 who are expected to take early retirement is 10.

Specific Region 7 Divisional Plans:

Superfund Division

- 3 Remedial Project Manager positions within 1301 occupational series will be safe positions.
- 1 On Scene Coordinator and 2 Remedial Project Manager (total of 3) positions within 819 occupational series will be safe positions.
- Maximum offers up to 2 RPMs and 2 OSCs.

Budget Information

Table A – Direct Costs for VERA/VSIP	
45 of Targeted Positions for VSIP x \$25,000	\$ 1,125,000
Annual Leave Pay Out for 45 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step (GS-12/10) of the targeted pool \$45.16 x 240 x 45 of Targeted Positions}	\$ 487,728
Total Maximum Direct Costs	\$ 1,612,728

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	63,413,538	63,413,538
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	57,451,882	57,451,882
E. Payroll for 3 New Hires	198,722	397,444
F. Payroll Savings for 45 VERA/VSIP Targeted Positions (F = A – B – C – D - E)	5,762,934	5,564,212
G. Pre-VERA/VSIP Annual WCF Cost	2,400,000	2,400,000
H. Post VERA/VSIP Annual WCF Cost	2,220,000	2,220,000
I. WCF for 3 New Hires	6,000	12,000
J. WCF Savings for 45 VERA/VSIP Targeted Positions (J = G – H – I)	174,000	168,000
Projected Savings with VERA/VSIP (F + J)	5,936,934	5,732,212

FOOTNOTES:

Table B

- A. Based on FY2016 total payroll expense incurred.
- B. All V/V payout cost in FY 2017. No cost incurred in FY 2018 or 2019.
- C. All V/V leave payout cost in FY 2017. No cost incurred in FY 2018 or 2019.
- D. For 2018 and 2019, Pre-V/V annual payroll cost less 45 targeted positions x GS-12 step 10 average salary of \$128,644 or [$\$63,791,000 - (45 \times \$128,644)$].
- E. Assumes 42 of the 45 targeted positions will be absorbed internally through restructuring at no additional payroll cost. Three (3) of the 45 targeted positions will be filled externally and assumed filled by mid-year or onboard as of April 2018 thereby incurring additional payroll cost, as follows: for 2018, 3 targeted positions filled externally (1/2 of 2019 calculation); for 2019, 3 targeted positions filled externally x GS-12 step 10 average salary of \$132,481 or ($\$132,481 \times 3$).
- F. n/a
- G. Based on FY 2016 authority of \$2,400,000 rounded up. Assume FY 2018 and 2019 WCF authority relatively constant.
- H. Pre-V/V WCF cost of \$2,400,000 less 45 targeted positions x average of \$4,000/employee or [$\$2,400,000 - (45 \times \$4,000)$]
- I. Assumes 42 of the 45 targeted positions will be absorbed internally through restructuring at no additional WCF cost. Three (3) of the 45 targeted positions will be filled externally and assumed filled by mid-year or onboard as of April 2018 thereby incurring additional WCF cost as follows: for 2018, 3 targeted positions filled externally x average WCF/employee of \$4,000 or ($3 \times \$4,000 \times 0.50$); for 2019 3 targeted positions filled externally x average WCF/employee of \$4,000 or ($3 \times \$4,000$).
- J. n/a

XXI. Region 8

Business Case

As of May 1, 2017, Region 8 employed 525 full-time, permanent employees. Approximately 97 of our employees are retirement eligible and additional 127 employees are eligible for VERA. This VERA/VSIP proposal targets a total of 64 positions and sets forth a maximum total number of 8 VERA/VSIP offers in the Region 8 duty stations of Denver, CO; Laboratory in Golden, CO; Pierre, South Dakota and Butte, Helena and Libby, MT. The estimated total number of employees who will take early retirement is 6. No employees would be involuntarily separated, downgraded or transferred as a result of this proposal. The maximum number of employees who would be involuntarily reassigned is 34. Any reassignments would be the result of consolidation of units through the reduction in the number of supervisory positions. A small number of reassignments or hires could be needed in future fiscal years to fill positions which are restructured as a result of this proposal.

Reshaping since our last VERA/VSIP has resulted in an increase in GS-12 and below positions; a decrease in GS-13 and above positions; and a significant shift away from support positions. The region's intention is to build on prior reshaping efforts in order to improve our supervisory ratio, consolidate administrative functions, and ensure that higher graded work is consolidated into a limited number of higher graded positions. VERA and/or VSIP will be offered to eligible employees where opportunities exist to achieve these reshaping goals.

Region 8 will use both the VERA/VSIP authorities to make near-term workforce adjustments. The region will offer VERA and/or VSIP to all eligible employees in the following categories:

- All non-supervisory GS-14 and GS-15s except attorneys, public affairs specialists, and toxicologists in order to restructure and consolidate highly graded non-supervisory positions. A maximum of 2 VERA or VSIP offers will be made in this category. Through attrition gained by VERA/VSIP, the region will reassign the most complex work (i.e., GS-14 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11/12/13 positions.
- All supervisory GS-14 and GS-15 supervisory environmental protection specialists in order to restructure supervisory positions. A maximum of 4 VERA or VSIP offers will be made in this category. Offers will only be accepted on a case-by-case basis. Where possible, the region will take the opportunity to consolidate units in order to improve supervisory to staff ratios. If this is not possible, due to staff size or the nature of the work of the unit, the region will restructure these positions to one of the professional series, such as physical scientist or environmental engineer. Offers will not be made in situations where neither unit nor position restructuring is possible.
- All administrative officers and environmental protection assistants in order to consolidate administrative functions. A maximum of 2 VERA or VSIP offers will be made from this category. Work will be reassigned to existing administrative staff or eliminated, as appropriate.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
8 Targeted Positions for VSIP x \$25,000	\$ 200,000
Annual Leave Pay Out for 8 Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool (GS-14/7) x 240 x 8 positions}	\$ 121,287
Total Maximum Direct Costs	\$ 321,287

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$78,956,715	\$78,956,715
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$77,558,164	\$77,558,164
E. Payroll for 4 New Hires	\$235,011	\$470,022
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$1,163,540	\$928,529
G. Pre-VERA/VSIP Annual WCF Cost	\$2,817,558	\$2,817,558

H. Post VERA/VSIP Annual WCF Cost	\$2,788,678	\$2,788,094
I. WCF for 4 New Hires	\$7,220	\$14,732
J. WCF Savings for 4 VERA/VSIP Targeted Positions (J = G – H – I)	\$21,660	\$14,732
Projected Savings with VERA/VSIP (F + J)	\$1,185,200	\$943,261

FOOTNOTES:

Table A

1. Used an average of GS 14/7 for Region 8, locality for Denver, CO. Used the standard 240 hours, with 8 maximum, accepted offers during FY17.

Table B

- A. Based on projections done by R8 through pay period 15 and March PHS.
- B. VERA/VSIP payout takes place in FY17 and doesn't impact FY18 or FY19.
- C. Leave payout takes place in FY17 and doesn't impact FY18 or FY19.
- D. Assumes GS-14/7 annual salary x 32.54% for benefit costs x 8 positions, subtracted from A.
- E. Assumes a domino effect, and 4 external hires would be at lower grades, so assumed GS-12/5 x 32.54% benefits x 4 positions x ½ year for 2018, full-year for 2019
- F. A – B – C – D -E
- G. Assumes WCF allocation from FY17 enacted budget for Region 8.
- H. Assumes \$3610 x 8 = \$28,880, taken from G for FY18; for FY19, assumes a 2% increase in costs \$3683 x 8 = \$29,464, taken from G.
- I. Assumes 4 re-structured positions filled internal to R8; the resulting vacancies assumed to be external; \$3610 x 4 x ½ for FY18, and \$3683 x 4 x 1 for FY19)
- J. G – H - I

XXII. Region 9

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to decrease the number of supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to achieve workforce reductions in the following areas.

VERA & VSIP Categories and Specific Positions

For positions located in San Francisco, CA, the following categories and specific positions are included in Region 9's VERA/VSIP request.

Delaying (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will achieve workforce reductions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape the Public Affairs Office by one Supervisory Public Affairs Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- Environmental Management Division: Reduce and reshape the Infrastructure Services Branch by one Supervisory Information Technology Specialist position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: To improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- Office of the Regional Administrator: Reduce and reshape administrative support positions within the Immediate Office by one Administrative Specialist position.
- Water Division: Reduce and reshape the administrative support team by three Environmental Protection Assistant positions including one position at the GS-7 level and two positions at GS-8 level.

Restructure or reduce highly-graded non-supervisory positions: Reduce and reshape highly-graded non-supervisory positions in the following organizations.

- Enforcement Division. Reduce and reshape two non-supervisory Environmental Protection Specialist positions including one GS-14 position and one GS-15 position. These positions will be restructured to lower-graded positions aligned to the agency's program priorities.
- Superfund Division. Reduce and restructure one non-supervisory Environmental Scientist (On-Scene Coordinator) position in the Emergency Response Section with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities: Reduce and reshape STEM and program specialist positions to align with new environmental program priorities in the following organizations.

- Enforcement Division. Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the agency's strategic direction across all program job series including:
 - Environmental Protection Specialist positions including one GS-12 and four GS-13 graded positions. The reductions will be used to reassign staff to new program priorities. STEM positions including two Environmental Engineer positions and two Environmental Scientist positions. The reductions will be used to reassign staff to new program priorities.
- Superfund Division. Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reduction will allow us to reassign staff to align with program activities. Restructuring one Remedial Project Manager position from any of the interdisciplinary occupations including Life Scientist, Environmental/Physical Scientists, or Environmental Engineer. The reductions will be used to reassign staff to align with program activities.

- Environmental Management Division. Reduce and reshape the environmental management system program within the Infrastructure Branch by one Environmental Scientist, GS-13 position. The reduction will be used to reshape and realign program activities within the region.

Consolidate and streamline functions/activities

- Office of Regional Counsel: Reduce two non-supervisory Attorney-Advisor positions including one position at the GS-14 level and one position at the GS-15 level to realign staffing with program activities.

Please see the targeted position spreadsheet for detailed information on specific positions, series, grades and locations.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes a plan to reorganize the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and twenty-two non-supervisory positions across the region. The number of positions scheduled for voluntary separation represents a 3% reduction of the region's workforce. The VERA/VSIP plan identifies the minimum number of positions needed to achieve near term workforce reductions without compromising program commitments.

Following the conclusion of the VERA/VSIP separations, a reorganization plan to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Services Branch within the Environmental Management Division will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign personnel, as necessary, to perform agency program objectives.

We anticipate processing the following personnel actions to implement restructuring plans:

- Directed Reassignments to balance supervisor-to-staff ratios among remaining supervisors
- Directed Reassignments to realign position assignments to program priorities
- Details
- Abolish no longer needed supervisory or higher-graded positions

Use of VERA and VSIP

The two programs will be used to gain voluntary separations from positions that have been identified for reshaping to gain program efficiencies in the following workforce areas:

- Improving the supervisor-to-staff ratio in designated organizations;
- Consolidating and restructuring of administrative support positions; and
- Restructuring STEM and non-STEM administrative and program positions to align with the agency's program priorities.

VERA Information

Region 9 employs 736 permanent employees of whom 208 are eligible for VERA.

The FY17 Region 9 workforce reduction plan targets 23 positions, which includes 167 permanent employees of whom 45 are eligible for VERA.

The total number of employees in the agency/organization who are expected to take early retirement is estimated to be 6.

Budget Information

Table A – Direct Costs for VERA/VSIP	
23 of Targeted Positions for VSIP x \$25,000	\$ 575,000
Annual Leave Pay Out for 23 of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x 23 of Targeted Positions}	\$ 300,271
Total Maximum Direct Costs	\$ 875,271

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$113,007,397	\$113,007,397
B. VERA/ VSIP Payout Cost	\$0	\$0
C. Leave Payout Cost	\$0	\$0
D. Post VERA/VSIP Annual Payroll Cost	\$110,396,289	\$110,396,289
E. Payroll for 15 New Hires	\$507,975	\$1,015,950
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	\$2,103,133	\$1,595,158
G. Pre-VERA/VSIP Annual WCF Cost	\$4,355,646	\$4,355,646
H. Post VERA/VSIP Annual WCF Cost	\$4,244,096	\$4,244,096
I. WCF for 15 New Hires	\$36,375	\$72,750
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	\$75,175	\$38,800
Projected Savings with VERA/VSIP (F + J)	2,178,308	\$1,633,958

- A. Assumes payroll allocation from FY17 Enacted budget for Region 9.
- B. VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
- C. Leave payout takes place in FY17 and does not impact FY18 or FY19.
- D. Assumes annual payroll costs of average salary of eligible positions, \$113,526, x 23 positions = \$2,661,108.
- E. Assumes hiring 15 GS-09 step 5 positions in San Francisco. Start date: April 2018.
- F. A-B-C-D-E.
- G. Assumes working capital fund allocation from FY17 Enacted budget for Region 9.
- H. Assumes \$4,850 WCF per person x 23 positions = \$111,550.
- I. Assumes \$4,850 WCF per person.
- J. G-H-I.

XXIII. Region 10

Business Case

Region 10 is requesting approval authority for the use of VERA and VSIP to further accelerate workforce planning efforts in four areas:

- Restructure to focus on STEM/programmatic priorities;
- Consolidate and streamline functions/activities/reduce the number of programs;
- Restructure or reduce highly-graded supervisory or non-supervisory positions; and
- Consolidate or reduce administrative or support functions.

Region 10 employs 544 non-term employees (including part-time employees). Currently, 118 (22%) of Region 10's workforce is eligible for a Regular Retirement, and 125 (23%) are eligible for an Early Retirement. Region 10 estimates this proposal will achieve greater results and accelerate efficiencies by building on the successful VERA/VSIP processes in FY14 and FY15 in which 53 people (nearly 10% of the workforce) separated. Using a strategic focused approach to identify eligible positions in each Office, the region believes that VERA/VSIP can accelerate its continuing progress on workforce restructuring goals. Region 10 estimates that offering VSIP in conjunction with VERA will increase the region's ability to meet these goals. Region 10 does not plan to offer VSIP to employees not currently eligible for Regular Retirement or Early Retirement, as management has determined that approach will not enable the organization to preserve key skill sets and positions supporting mission objectives. The estimate of the total number of employees in Region 10 who are expected to take early retirement is 10.

Absent a VERA/VSIP, Region 10 anticipates no involuntary actions of an adverse nature, although some employees may need to be reassigned. Region 10's implemented of a significant reorganization in 2016 and does not anticipate undertaking additional reorganization following the implementation of this VERA/VSIP proposal. The theme-based paragraphs below convey a sense of how the region would operate with certain positions restructured, eliminated, or reclassified with a different set of programmatic responsibilities and technical skill sets.

All of the region's offers would be made to individuals holding positions targeted for restructuring or elimination. The region would need to undertake a small number of personnel actions (such as reassignments and/or merit promotions) once those accepting offers have departed to fully implement this plan.

Region 10 proposes to extend a maximum of 19 VERA/VSIP offers among incumbents of 44 targeted positions which are eligible for either regular or early retirement. Duty stations are primarily in Seattle, but also in Richland, WA and Portland, OR. These nineteen planned offers fall into four of the six major themes identified by the agency. Assuming the offers are accepted and positions vacated, the region plans to restructure or eliminate these positions as described in the targeted position spreadsheet.

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ 475,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ 224,640
Total Maximum Direct Costs	\$ 699,640

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	75,360,000	75,360,000
B. VERA/ VSIP Payout Cost	0	0
C. Leave Payout Cost	0	0
D. Post VERA/VSIP Annual Payroll Cost	72,517,928	72,517,928
E. Payroll for # New Hires	1,259,487	2,518,974
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)	1,582,585	323,098
G. Pre-VERA/VSIP Annual WCF Cost	2,168,900	2,168,900
H. Post VERA/VSIP Annual WCF Cost	2,091,000	2,091,000
I. WCF for # New Hires	34,850	69,700
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)	43,050	8,200
Projected Savings with VERA/VSIP (F + J)	1,625,635	331,298

A. Includes benefits approximated at 35% of salary.

D. FY17 estimated annual payroll (line A) less 19 FTEs average cost.

E. Assumes 17 FTEs external to Region 10 at mid-year in FY18.

G Uses estimate of \$4100 per FTE.

H. FY17 estimated WCF (line G) less (\$4100*19).

I. Assumes half of WCF costs mid-year in FY18 (\$2050*17) and full costs in FY19 (\$4100*17).

June 30, 2017

Region 6 VERA/VSIP Themes

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and layering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the Agency's strategic direction. Region 6 identified 147 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels¹, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of Agency core environmental programs and Regional operations:

1. Delaying.

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delay our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions are known. Therefore, future organizational charts will not be submitted at this time.

Target:

- GS-0028-15 Supervisory Environmental Protection Specialist (Dallas, Texas) * 2 safe positions
- GS-0819-15 Supervisory Environmental Engineer (Dallas, Texas) * 2 safe positions
- GS-1301-15 Supervisory Environmental Scientist (Dallas, Texas) * 1 safe position
- GS-0028-14 Supervisory Environmental Protection Specialist (Dallas, Texas, El Paso, Texas)
- GS-0819-14 Supervisory Environmental Engineer (Dallas, Texas)
- GS-1301-14 Supervisory Environmental Scientist (Dallas, Texas)
- GS-1320-14 Supervisory Chemist (Houston, Texas)

2. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

Target:

- GS-0029-07 Environmental Protection Assistant (Dallas, Texas)
- GS-0344-08 Management Assistant (Houston, Texas)
- GS-0318-08 Secretary (Dallas, Texas)
- GS-0950-12 Paralegal Specialist (Dallas, Texas)
- GS-0343-12 Management Analyst (Dallas, Texas)
- GS-0343-13 Management & Program Analyst (Dallas, Texas)
- GS-0341-12 Administrative Officer (Dallas, Texas)

3. Restructure and reduce highly graded supervisory and non-supervisory positions.

¹ Unless otherwise indicated, a targeted position includes Lead positions.

Targeted positions are intended to include all titles within that occupational series.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the Region. Approximately 47% percent of the region's employees are GS-13. Region 6 has 86 non-supervisory GS-14/15 positions including attorneys. Ten of these non-supervisory attorney positions have been identified as safe positions associated with priority work. Offering the VERA/VSIP program to all eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

Target:

- GS-0028-14 Environmental Protection Specialist (Dallas, Texas)
- GS-0415-14 Toxicologist (Dallas, Texas)
- GS-0819-14 Environmental Engineer (Dallas, Texas and El Paso, Texas)
- GS-1301-14 Environmental Scientist (Dallas, Texas)
- GS-0905-15 Nonsupervisory General Attorney (Dallas, Texas) * 10 safe positions
- GS-1320-14 Supervisory Chemist (Houston, Texas)
- GS-2210-14 Information Technology Specialist (Dallas, Texas)
- GS-0301-15 Senior Advisor (Dallas, Texas)
- GS-0343-14 Management & Program Analyst (Dallas, Texas)

4. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

Target:

- GS-0028-12 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-13 Environmental Protection Specialist (Dallas, Texas)
- GS-0819-12 Environmental Engineer (Dallas, Texas)
- GS-0819-13 Environmental Engineer (Dallas, Texas and Houston, Texas)
- GS-0819-14 Environmental Engineer (Dallas, Texas)
- GS-0343-13 Program & Management Analyst (Dallas, Texas)
- GS-0341-12 Administrative Officer (Dallas, Texas)
- GS-0306-9-11 Government Information Specialist (Dallas, Texas)
- GS-0905-14 General Attorney (Dallas, Texas and Houston, Texas)
- GS-0986-5-8 Legal Assistant (Dallas, Texas)
- GS-1301-12 Environmental Scientist (Dallas, Texas)
- GS-1301-13 Environmental Scientist (Dallas, Texas and Houston, Texas)
- GS-0318-08 Secretary (OA) (Dallas, Texas)

5. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the Agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the Agency priorities related to essential technical work and invest savings in these areas.

Target:

- GS-0028-12 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-13 Environmental Protection Specialist (Dallas, Texas)
- GS-0301-13 Small & Disadvantaged Business Coordinator (Dallas, Texas)
- GS-0301-13 Acquisition Analyst (Dallas, Texas)
- GS-0342-12 Support Services Specialist (Dallas, Texas)
- GS-0343-12 Management & Program Analyst (Houston, Texas)
- GS-0401-12 Life Scientist (Dallas, Texas)
- GS-0401-13 Life Scientist (Dallas, Texas)
- GS-0501-12 Financial Specialist (Dallas, Texas)
- GS-0819-13 Environmental Engineer (Dallas, Texas and El, Paso)
- GS-0819-14 Environmental Engineer (Dallas, Texas)
- GS-1301-12 Environmental Scientist (Dallas, Texas)
- GS-1301-13 Environmental Scientist (Dallas, Texas)
- GS-1320-13 Chemist (Houston, Texas)

6. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Target:

- GS-0028-09 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-11 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-12 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-13 Environmental Protection Specialist (Dallas, Texas)
- GS-0201-13 Human Resources Specialist (Dallas, Texas)
- GS-0301-13 Community Relations Coordinator (Dallas, Texas)
- GS-0301-14 Special Projects Coordinator (Dallas, Texas)
- GS-0318-08 Secretary (OA) (Dallas, Texas)
- GS-0343-12 Management & Program Analyst (Dallas, Texas)
- GS-0343-13 Management & Program Analyst (Dallas, Texas)
- GS-0819-13 Environmental Engineer (Dallas, Texas)
- GS-0401-12 Biologist (Houston, Texas)
- GS-0401-13 Life Scientist (Dallas, Texas)
- GS-1001-13 Visual Arts Specialist (Dallas, Texas)
- GS-1035-12 Public Affairs Specialist (Dallas, Texas)
- GS-1035-13 Public Affairs Specialist (Dallas, Texas)
- GS-1301-09 Environmental Scientist (Dallas, Texas)

- GS-1301-13 Environmental Scientist (Dallas, Texas and Houston, Texas)

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step – this is a GS-13 step 10 for Region 6) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP (147) x \$25,000	\$3,675,000
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	147x\$56.96x240 = \$2,009,549
Total Maximum Direct Costs	\$5,684,549

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost	\$107,218,000	\$107,218,000
B. VERA/ VSIP Payout Cost	-0-	-0-
C. Leave Payout Cost	-0-	-0-
D. Post VERA/VSIP Annual Payroll Cost	\$85,832,271	\$85,832,271
E. Payroll for # New Hires (127 in FY 18 GS-9 step 1)	\$3,356,152	\$6,712,305
F. Payroll Savings for # VERA/VSIP Targeted Positions	\$18,029,577	\$14,673,424
G. Pre-VERA/VSIP Annual WCF Cost	\$4,157,417	\$4,157,417
H. Post VERA/VSIP Annual WCF Cost	\$3,328,190	\$3,328,190
I. WCF for # New Hires (127 in FY 18, GS-9 step 1)	\$358,204	\$716,407
J. WCF Savings for # VERA/VSIP Targeted Positions	\$471,023	\$112,820
Projected Savings with VERA/VSIP (F + J)	\$18,500,600	\$14,786,244

Table A:

Annual leave payout based on average GS 13 Step 10.

Table B:

- Payroll Ceiling is based on FY 17 on-board FTE of 737 on 31 Mar 2017. No price adjustments for COLAs are included.
- VERA/VSIP payout takes place in FY17 and does not impact FY18 or FY19.
- Lump Sum Leave payout takes place in FY17 and does not impact FY18 or FY19.
- Annual payroll of 590 remaining FTE after VERA/VSIP based on average annual labor cost. (\$145,479 x 590 = \$85,832,271).
- New hires of 127 FTE at GS 9 Step 1, start date April 2018.
- A-B-C-D-E = F.
- Average WCF Cost of \$5,641 per 737 FTE.
- Average WCF Cost of \$5,641 per 590 FTE.
- Average WCF Cost of \$5,641 per 127 FTE.
- G-H-I = J.

Draft May 15, 2018

Region 6 VERA/VSIP Themes

Region 6 proposes a broad VERA/VSIP offering to over 200 of our current on-board employees in anticipation of a restructuring of organizational components, consolidation of functions, and delayering of management to achieve both near-term workforce reductions and to establish a more efficient organization better aligned to accomplish the Agency's strategic direction. Region 6 identified 125 maximum offers that will be made under the VERA/VSIP program, and will extend those offers to employees in all job series and grades within targeted levels¹, consistent with our goal of fully utilizing the VERA/VSIP programs to reshape our organization. Region 6 is proposing the following actions to increase efficiency and effectiveness of Agency core environmental programs and Regional operations:

1. Consolidate or reduce administrative functions.

As a result of Region 6's use of technology improvements, online collaborative tools and decreased dependence on paper, many traditional administrative and clerical functions are becoming obsolete. By offering VERA/VSIP program to all grades in the administrative and clerical series, these support functions can be more efficient through consolidation and savings can be focused on priority work.

Target:

- GS-0029-07 Environmental Protection Assistant (Dallas, Texas)
- GS-0318-08 Secretary (Dallas, Texas)
- GS-0318-09 Secretary (Dallas, Texas)
- GS-0341-11 Administrative Officer (Dallas, Texas)
- GS-0341-12 Administrative Officer (Dallas, Texas)
- GS-0343-12 Management Program Analyst (Dallas, Texas)
- GS-0343-13 Management Program Analyst (Dallas, Texas)
- GS-0344-08 Management Assistant (Dallas and Houston, Texas)
- GS-0950-12 Paralegal Specialist (Dallas, Texas)

2. Restructure and reduce highly graded non-supervisory positions.

Region 6 has identified opportunities to utilize the VERA/VSIP program to restructure and reduce many of our highly graded positions in the Region. Approximately 50% percent (350 employees) of the region's employees are GS-13. Region 6 has 90 non-supervisory GS-14/15 positions including attorneys. Offering the VERA/VSIP program to all **non-supervisory** eligible staff in this population will help reduce the number of GS-14 and 15 employees, allow us to improve the distribution of work and reinvest savings in priority program areas.

Target:

- GS-0028-14 Non-Supervisory Environmental Protection Specialist (Dallas, Texas)
- GS-0301-14 Special Projects Coordinator (Dallas, Texas)
- GS-0301-14 Senior Advisor (Dallas, Texas)
- GS-0343-14 Management & Program Analyst (Dallas, Texas)

¹ If a specific targeted series and grade has met its max offer and others are under target the Region requests flexibility to increase a target level as long as the max offer of 125 is not exceeded. Unless otherwise indicated, a targeted position includes Lead positions. Targeted positions are intended to include all titles within that occupational series.

- GS-0415-14 Non-supervisory Toxicologist (Dallas, Texas)
- GS-0819-14 Non-supervisory Environmental Engineer (Dallas and El Paso, Texas)
- GS-1301-14 Non-supervisory Environmental Scientist (Dallas, Texas)

3. Restructure to focus on core business functions.

Changes to program implementation including an enhanced partnership with states focusing on cooperative federalism have decreased the need for project officers, investigators, compliance officers, grants administration, and outreach. Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to align our organization and workforce with priority work. These functions are filled by staff in a range of positions, series and grades. By offering the VERA/VSIP program broadly, Region 6 will be able to both direct employees toward new program requirements and invest savings to priority program areas.

Target:

- GS-0028-12 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-13 Environmental Protection Specialist (Dallas, Texas)
- GS-0306-9-11 Government Information Specialist (Dallas, Texas)
- GS-0318-08 Secretary (OA) (Dallas, Texas)
- GS-0341-11 Administrative Officer (Dallas, Texas)
- GS-0341-12 Administrative Officer (Dallas, Texas)
- GS-0343-13 Program & Management Analyst (Dallas, Texas)
- GS-0819-11 Environmental Engineer (Dallas, Texas)
- GS-0819-12 Environmental Engineer (Dallas, Texas)
- GS-0819-13 Environmental Engineer (Dallas and Houston, Texas)
- GS-0819-14 Non-supervisory Environmental Engineer (Dallas, Texas)
- GS-1301-12 Environmental Scientist (Dallas and Houston, Texas)
- GS-1301-13 Environmental Scientist (Dallas, Texas)

4. Restructure to focus on STEM/programmatic priorities

Region 6 has identified opportunities to utilize the VERA/VSIP program to improve our ability to focus on core scientific requirements and programmatic priorities necessary to accomplish the Agency's mission. Region 6 intends to focus on STEM disciplines to better align our workforce with the Agency priorities related to essential technical work and invest savings in these areas.

Target:

- GS-0028-12 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-13 Environmental Protection Specialist (Dallas, Texas)
- GS-0301-13 Congressional Liaison Specialist (Dallas, Texas)
- GS-0301-13 Community Relations Coordinator (Dallas, Texas)
- GS-0301-13 Acquisition Analyst (Dallas, Texas)
- GS-0301-13 Small & Disadvantaged Business Coordinator (Dallas, Texas)
- GS-0342-12 Support Services Specialist (Dallas, Texas)
- GS-0343-12 Management & Program Analyst (Dallas, Texas)

5. Consolidate and streamline functions/activities/reduce number of programs

Region 6 has identified opportunities to utilize the VERA/VSIP program to generate savings through consolidation and streamlining our work. By offering the VERA/VSIP program, Region 6 will be able to realize gains in efficiencies, improve integration with state and tribal partners, and invest savings to priority program areas.

Target:

- GS-0028-09 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-11 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-12 Environmental Protection Specialist (Dallas, Texas)
- GS-0028-13 Environmental Protection Specialist (Dallas, Texas)
- GS-0301-09 Administrative Specialist (Dallas, Texas)
- GS-0301-11 Administrative Specialist (Dallas, Texas)
- GS-0301-12 Administrative Specialist (Dallas, Texas)
- GS-0301-12 Program Specialist (Dallas, Texas)
- GS-0301-13 Congressional Liaison Specialist (Dallas, Texas)
- GS-0301-13 Community Relations Coordinator (Dallas, Texas)
- GS-0301-13 Acquisition Analyst (Dallas, Texas)
- GS-0301-13 Small & Disadvantaged Business Coordinator (Dallas, Texas)
- GS-0301-14 Special Projects Coordinator (Dallas, Texas)
- GS-0301-14 Senior Advisor (Dallas, Texas)
- GS-0318-08 Secretary (OA) (Dallas, Texas)
- GS-0343-12 Management & Program Analyst (Dallas, Texas)
- GS-0343-13 Management & Program Analyst (Dallas, Texas)
- GS-0819-13 Environmental Engineer (Dallas, Texas)
- GS-0401-13 Life Scientist (Dallas, Texas)
- GS-1001-13 Visual Arts Specialist (Dallas, Texas)
- GS-1035-13 Public Affairs Specialist (Houston, Texas)
- GS-1301-12 Environmental Scientist (Dallas and Houston, Texas)
- GS-1301-13 Environmental Scientist (Dallas, Texas)
- GS-0819-13 Environmental Engineer (Dallas and El Paso, Texas)
- GS-0819-14 Non-supervisory Environmental Engineer (Dallas and El Paso, Texas)
- GS-1301-12 Environmental Scientist (Dallas and Houston, Texas)
- GS-1301-13 Environmental Scientist (Dallas, Texas)
- GS-0401-12 Life Scientist (Dallas, Texas)
- GS-0401-13 Life Scientist (Dallas, Texas)

6. Delaying of Management

Region 6 has identified opportunities to organize our functions and organizations in order to eliminate supervisory positions and decrease supervisory layers. Organizational options to delay our organization will be identified at the completion of the VERA/VSIP program when a better understanding of vacated positions are known. Therefore, future organizational charts will not be submitted at this time.

Target:

- GS-0028-14 Supervisory Environmental Protection Specialists (Dallas, Texas)
- GS-0028-15 Supervisory Environmental Protection Specialists (Dallas, Texas)
- GS-0819-14 Supervisory Environmental Engineer (Dallas, Texas)
- GS-0819-15 Supervisory Environmental Engineer (Dallas, Texas)
- GS-1301-14 Supervisory Environmental Scientist (Dallas, Texas)
- GS-1301-15 Supervisory Environmental Scientist (Dallas, Texas)

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step – this is a GS-13 step 10 for Region 6)

A	Number of Targeted Positions	200		
B	Maximum number of offers that would be accepted	125		
C	Maximum number of offers for VSIP X \$25,000	125 X \$25,000=	\$ 3,125,000.00	
D	Assumed average hourly rate based on average grade and step of targeted pool	\$52.56		
E	Assumed average hours of annual leave for pay out per person	240		
F	Annual Leave Pay Out for Maximum number of Offers for VERA		\$1,576,800.00	
G	Total Maximum Direct Costs		\$4,701,800.00	
A	Number of Targeted Positions	200		
B	Maximum number of offers that would be accepted	125		
C	Assumed percentage of FY 2018 after separation	15.40%		
D	Assumed Average annual rate based on average grade and step of targeted pool, including benefits	\$162,000.00		
E	Payroll Savings in FY 2018 for maximum # of offers to be accepted		\$3,118,500.00	
F	Payroll Savings in FY 2019 for maximum # of offers to be accepted			\$20,250,000.00
G	Subtotal of Payroll Savings for Separations (E+F)		\$3,118,500.00	\$20,250,000.00
Q	Estimated Net Payroll Savings from Separations....		\$3,118,500.00	\$20,250,000.00
R	Estimated Direct Costs for VSIP and Annual Leave Payout		\$4,701,800.00	
S	Estimated Net Costs in FY 2018		-\$1,583,300.00	

VERA VSIP Update

The U.S. Office of Personnel Management and the U.S. Office of Management and Budget approved EPA's request to offer Voluntary Early Retirement Authority (early-outs) and Voluntary Separation Incentive Payments (buy-outs).

History: This effort largely mirrors similar VERA/VSIP activities EPA administered 4 years ago to reach new efficiencies and to comply with fiscal sequestration demands required by Congress when EPA reduced its FTE ceiling to approximately 15,000. At that time, two rounds of VERA/VSIP were conducted.

- Two common rationales/themes were identified by a majority of the offices to support streamlining of the workforce: Reduce and Restructure Administrative Support Positions and Rebalance Grade Structure (reduce the number of positions at senior grade levels in areas where higher level expertise was no longer needed).
- Other themes included reducing generalized programmatic positions and decreasing the number of supervisory positions.
- These changes created opportunities for offices to bring in the skill sets necessary for meeting evolving mission needs and adjust supervisory ratios that were in many cases quite low.
- All of these themes are represented in our current VERA/VSIP effort.

Current: To date, acting assistant administrators of the program offices and acting regional administrators have all contributed to identify positions and the number of positions which can be restructured to gain efficiencies or abolished if the skillset is no longer needed. The themes in the Agency's business case include:

- reducing the number of supervisors
- consolidation or reduction of administrative or support functions
- restructuring or reducing highly graded supervisory and non-supervisory positions
- restructuring to focus on core business functions (administrative support)
- restructuring to focus on STEM/programmatic priorities; and
- streamlining functions and activities.

Positions eligible include Management and Program Analysts, Environmental Protection Specialists, Attorneys, Physical Scientists and Environmental Engineers.

The maximum number of offers we would accept is 1227, or 8% of the current workforce.

Examples of the reshaping options include:

- OCFO will eliminate some clerk, secretary and technician positions where the skills are no longer needed.
- A region will reduce the number of higher graded non-supervisory environmental protection specialists
- OECA will reduce and reshape positions across all of its job series except for criminal investigators (e.g., chemists, environmental protection specialists, legal assistants, budget analysts, environmental engineers) to establish a more efficient and effective Federal enforcement and compliance program aligned with Agency priorities.

The application period opened on July 13, 2017 and closes at 11:59 p.m. EST on July 26, 2017. Approvals of applications submitted during this window will be accepted on a first come, first served basis. Should the number of applications exceed the maximum number of offers designated by an office, approvals will be based first on service computation date (SCD) for leave, then on entry on duty (EOD) date (total EPA years of service.) If the SCD and EOD dates are the same for two eligible employees, then the offer will be granted to the employee who submitted his or her application first.

The decision to take advantage of a VERA/VSIP is entirely voluntary. Personnel taking a VERA/VSIP **must leave the EPA by September 2, 2017.**

As of July 18, 2017, EPA received 398 applications. In past programs, the Agency acceptance rate was approximately 33% of the maximum number of offers allowed (1227 in this case with approximately 405 accepting the offer). We believe based on planning in the program offices for the VERA/VSIP we will see 450+ applications.

For FY17, EPA has a workforce of 15,031. Under this reduction, which estimates an approximate 400 position elimination and a continued hiring freeze with resulting attrition, EPA may drop to a workforce of 13,300 by October 2018. EPA last employed approximately 14,370 FTEs in FY 1989. EPA last employed 13,442 FTEs in FY 1987.

Science

- ORD is EPA's largest and most geographically dispersed organization with 1,700 employees in 13 locations.
- The V/V offers went to mostly high-graded personnel in both scientific and administrative personnel in a number of different locations (75% to science/technical positions)
- As a percentage, ORD is in the middle of the pack compared with other program offices and regions. (11% for ORD vs EPA average of 9%)
- While we may lose a number of senior scientists, in 2015 and 2016, ORD was able to bring on-board a number of young scientists that provide technical expertise in cutting-edge scientific areas. These hires were targeted to those scientific disciplines we need to enhance ORD's science capabilities in the quickly changing world of science. These new scientists, along with the remaining cadre of scientists, will enable the agency to continue to provide the important research needed to protect human health and the environment.

[EMBED Excel.Sheet.12]

Region 9 FY 2018 FTE Reduction Strategies
November 9, 2017

	Scenario 1	Scenario 2	Scenario 3
(A) FY17 Final FTE Allocation (Base+Reimbursables+Supplement)	740.67	740.67	740.67
(B) FY18 FTE (Beginning October 1, 2017)	720.24	720.24	720.24
(C) FY18 FTE (Projected September 30, 2018)	669.84	669.84	669.84
Difference (FY18 Beginning FTE - FY18 Projected FTE)	50.40	50.40	50.40
(D) (+) External Hires	3.00	3.00	3.00
(E) (-) Estimated Attrition	(43.67)	(43.67)	(43.67)
(F) (-) Offer VERA/VSIP	0.00	(4.58)	(8.33)
(G) (-) Offer LWOP	(5.00)	(6.00)	(6.00)
(H) (-) Offer Phased Retirement		(1.00)	(1.00)
(I) (-) Transfer to available Reimbursable work			(1.50)
	4.73	(1.85)	(7.10)

Notes:

- (A) FY17 Enacted FTE Base of 708.3 + Reimbursables of 28.87 + Supplement of 3.5.
- (B) November 6, 2017 Metrics Report: FY17 FTE balance as of September 30, 2017.
- (C) FY17 Final FTE of 740.67 - 10% of FY17 Enacted FTE Base of 708.3.
- (D) Assume 6 external hires, averaging .5 FTE each.
- (E) Average of non-V/V separations: FY15 - 39; FY16 - 48; FY17 - 44.
- (F) Assume 11 V/V separations on April 30, 2018 (11 x 5/12 of year) in Scenario 2 and 20 V/V in Scenario 3.
- (G) FY17 LWOP = 11,775 (5.66 FTE). Assume 5 in Scenario 1 and 6 in Scenario 2 and 3.
- (H) Assume 2 approved phased retirements effective April 1, 2018 in Scenario 2 and 3.
- (I) Transfer non-SF employees to available Reimbursables work. (e.g., Tronox, non-Tronox special accounts) in Scenario 3.

FINAL FY 2017 OPPLAN FTE by Division

Updated 07/10/17

	AIR	EMD	ENF	LND	ORA/ OPA	ORC	SFD	WTR	Total
(F) FY17 "Base" FTE (FY17 OPPLAN)	79.8	64.0	111.4	87.6	17.7	68.6	164.3	114.9	708.3
Reimbursables									
Reimbursable: Tuba City IA (0.3 FTE)							0.30		0.30
(A) Reimbursable: BRAC (1.5 FTE)							1.50		1.50
(B) Reimbursable: Non-Tronox Special Accounts (13.62 FTE)						2.00	11.62		13.62
(C) Reimbursable: Tronox Special Account (8.6 FTE)		0.60					8.00		8.60
Reimbursable: CALTRANS (2.0 FTE)	0.25		1.75						2.00
Reimbursable: High Speed Rail (1.8 FTE)			1.00					0.80	1.80
Reimbursable: Guam (0.7 FTE)								0.70	0.70
Reimbursable: IA with OITA for China Work (0.35 FTE)	0.35								0.35
Total Reimbursables	0.60	0.60	2.75	0.00	0.00	2.00	21.42	1.50	28.87
Supplement									
(D) Tronox Supplement from OCFO (3.5 FTE in 2016 Superfund Carryover Funds)							3.5		3.5
Tronox Supplement Adjustment: 0.4 FTE in Remedial 2017 T 303DD2 From SFD to EMD		0.4					(0.4)		0.0
Total Supplement	0.0	0.4	0.0	0.0	0.0	0.0	3.1	0.0	3.5
FY17: "Base" FTE + Reimbursables + Supplement	80.4	65.00	114.15	87.60	17.70	70.60	188.82	116.40	740.67
Redirections									
MTS to EMD Reorg - Civil Rights Shift from ORA to EMD		1.00			(1.00)				0.00
EMD HR Support Redirection	(0.60)	4.90	(0.80)	(0.70)		(0.50)	(1.40)	(0.90)	0.00
EMD IRB Support Redirection	(0.70)	6.00	(1.00)	(0.80)		(0.70)	(1.70)	(1.10)	0.00
EMD Contracts Support Redirection		3.90	(0.20)	(0.20)			(2.00)	(1.50)	0.00
EMD Grants Support Redirection	(0.30)	2.50		(0.60)			(0.40)	(1.20)	0.00
ORA Support Redirection	(0.20)	(0.20)	(0.30)	(0.20)	2.00	(0.20)	(0.60)	(0.30)	0.00
OPA Support Redirection	(0.90)	(0.70)	(1.20)	(1.00)	8.00	(0.80)	(2.10)	(1.30)	0.00
ENF Redirection	1.75		(7.75)	4.00				2.00	0.00
Pacific Islands	(0.50)	(0.40)	(0.70)	3.60	(0.20)		(1.10)	(0.70)	0.00
ORC Redirection		(1.00)	(0.30)			1.60		(0.30)	0.00
Total Redirections	(1.45)	16.00	(12.25)	4.10	8.80	(0.60)	(9.30)	(5.30)	0.00
Lab/QA Redirection (24 FTE)	(0.20)	24.00	(3.50)	(0.40)	0.00	0.00	(16.80)	(3.10)	0.00
FY17 FTE Allocation (without Contractor and NOWCC/SSAI)	78.75	105.00	98.40	91.30	26.50	70.00	162.72	108.00	740.67
FY16 FTE Allocation (without Contractor and NOWCC/SSAI)	78.40	105.00	98.20	91.30	26.50	70.30	157.10	108.00	734.80
Delta FY16 to FY17 "Base" FTE + Reimbursables + Supplement + Redirections	0.35	0.00	0.20	0.00	0.00	(0.30)	5.62	0.00	5.87
Contractors, as of 10/5/16.		49		2	3		17	2	73
(E) NOWCC/SSAI, as of 10/5/16.	2	5	4	10		2	11	5	39

Notes:

- (A) 2/9/17: 1.5 FTE for BRAC. This is for the Hunter's Point site and reflects SFD's MOU with the Dept of Navy that has now be signed.
- (B) 2/9/17: Non-Tronox special account line should be 13.62 (instead of 13.2 FTE) for SFD – this is the updated FY17 anticipated amount to be charged.
- (C) 2/9/17: Tronox special account should be 6.6 (instead of 5.1 FTE), resulting in 6.0 to SFD and .6 to EMD.— this is the updated FY17 anticipated amount to be charged.
- (D) 12/20/16: 3.5 FTE allocated from OCFO for Tronox supplement. HQ only provided 3 QTR worth of the Payroll (\$393,750) in 2016 Superfund Carryover funds.
- (E) 2/9/17: ENF has two new SSAI (Mary and Olof) for the lead based paint program (funded by HQ). The NOWCC/SSAI count should be 6.
- (F) 6/22/17: FY17 final enacted budget provided R9 with 708.3, the same as FY16 final enacted budget.

Strategy for Managing Interim FTE Levels

Office: Region 9

Current On-board FTE Level: 699.5

FY18 Interim FTE Level: 652.1 (includes 9.5 reimbursable; note that 24.0 FTE were charged to reimbursable accts. in FY17).

Number FTE over/under FY 18 interim level: 47.4 over (34.4 over when including projected 22.5 FTE charged to reimbursable accts. in FY18).

Strategy to meet the interim level by end of FY18

- Reduce 35 FTE by conservatively assuming 5% attrition (typically 5 – 6%).
- Types of positions losing through attrition: On-scene coordinators (OSCs), comptroller and contracts specialists.
- Implement targeted VERA/VSIP for an additional 12.4 FTE reduction.
- Reduce 13 FTE by charging 22.5 FTE to reimbursable accounts (including the 9.5 already included in the FY18 Interim Level).
- Hiring priorities: Agency-wide for a gain of 13 FTE to the Region:
 - 5 OSCs¹: Life Scientist (GS-401-13), Physical Scientist (GS-1301-13) or Engineer (GS-819-13).
 - Comptroller: GS-505-15.
 - Infrastructure Services Manager: GS-301-15.
 - Contracts specialists (2): GS-1102-12/13.
 - Budget analysts (2): GS-560 (one 11/12 and one 13).
 - Financial specialist: GS-501-11/12.
 - Accountant: GS-510-11/12.

Special request to meet short term critical needs

- The most time-critical hiring priorities are the comptroller and OSCs.

Impacts of reduced FTE levels

- *Difficulty in accelerating pace of Superfund cleanups and promoting reuse:* We would need to curtail cleanup work at 30% or more of our 113 NPL sites if we are unable to fill remedial project manager (RPM) positions vacated through attrition in FY16 and FY17. Our CERCLA staffing problem is exacerbated by the distribution of Superfund FTE, as discussed in the September 2017 OIG report (OIG Report No. 17-P-0397). Responding to large-scale emergencies with RPMs supporting OSCs, as we have in FY17, further depletes the number of RPM FTE devoted to site cleanup. We also must replenish our contracting staff in order to support the CERCLA work.
- *Difficulty in eliminating SIP backlog:* Eliminating the SIP backlog relies on OAR FTE distributed to Regions and OGC FTE distributed to Offices of Regional Counsel. OAR and Regions agreed on a relative workload allocation that would increase FTE over time to the most understaffed Regions; R9 is currently allocated ~35 OAR FTE fewer than necessary to accomplish its portion of the workload, according to the agreed-upon analysis. Decreases in OGC FTE to Regional Counsels slow the pace of SIP actions, effectively reducing the number of actions Regions can complete each year.

¹ External and agency-wide.



REORGANIZATION PROPOSAL

A. CONCISE STATEMENT OF CHANGE

1. Provide an executive summary that succinctly explains the proposed change(s) (one paragraph or less).
The Environmental Management Division will reduce a layer of management for the grants and contracts functions by eliminating the Grants and Contracts Branch and realigning the grants and contracts functions into separate offices reporting directly to the Assistant Regional Administrator.
2. Describe the title(s) of the unit(s) affected.
 - Grants and Contracts Branch - eliminate
 - Grants Management Section – realign to report directly to ARA and rename to “Grants Management Office”
 - Contracts Management Section – realign to report directly to ARA and rename to “Contracts Management Office”
3. Explain the change purpose (e.g., whether the change is due to a new legislative authority, new program authority or shifts in program emphasis).
The reorganization supports our ongoing efforts to improve internal operations of the Environmental Management Division.
4. Discuss the progress to date based on communications with level approvers and discussions with stakeholders, unions, SSCs, etc.
In early 2018, the ARA received approval from senior management to create a new management structure within the division for the grants and contracts functions. Once the general concept was approved, the ARA briefed the region’s senior management, the Office of Grants & Debarment, the Office of Acquisition Management, and others with whom the division engages on a regular basis; no significant organizational issues were raised. Region 9 briefed the HR Shared Service Center and obtained classification approval for one team leader position for the contracts function, and two new management positions: Grants Management Officer and Regional Acquisition Manager. The NTEU and ESC unions will be notified shortly after submission of the reorganization package to the Office of Human Resources.
5. Describe the benefits of this change(s) to the agency (e.g., increased accountability, enhanced communication and coordination, improved efficiency).
By having both the Grants Management Officer and the Regional Acquisition Manager report directly to the ARA on the Agency’s strategic initiatives and related program functions, this reorganization will improve program management and accountability for program services provided to the region.
6. Is there an impact between AA/RA offices, between offices within an AA office or between Regional divisions?
No.

B. ANALYSIS OF IMPACT ON PERSONNEL



REORGANIZATION PROPOSAL

1. Will there be an impact on the supervisor-to-staff ratio at the AAship/RAship level?

☐ No ☒ Yes

The reorganization will reduce the number of supervisors in EMD by 1 position, resulting in a **slight increase** in the region's supervisor-to-staff ratio from the present ratio of 1:5.87 to the proposed ratio of 1:5.96.

2. Will this proposed reorganization: (a) Eliminate positions; (b) Cause a reduction in force; (c) Change how positions are graded; (d) Add new functional units; or (e) Support a VERA/VSIP? ☐ No ☒ Yes to (a) and (c)

This reorganization will eliminate the Grants & Contracts Branch Chief position and establish the supervisory positions of Grants Management Officer and Regional Acquisition Manager at the GS-15 grade level.

3. Will there be an impact on the diversity of the organization? ☒ No ☐ Yes

If yes, please explain.

C. ADMINISTRATIVE ISSUES *(Failure to address all administrative issues may result in a delay in the implementation of the reorganization.)*

1. Will there be any physical moves of staff? ☒ No ☐ Yes

If yes, please explain.

2. Will new space be required? ☒ No ☐ Yes

If so, have all technical (computer, telecommunications, etc.) needs been assessed?

3. Will the reorganization require new information systems/technologies, or significant changes to existing ones, and (if so) has it been acquired? ☒ No ☐ Yes

If yes, please explain.

4. Will there be any budgetary impacts? ☒ No ☐ Yes

If yes, please explain in detail.

D. EPA DIRECTIVES

1. Will any Delegations of Authority, Orders or Manuals be affected? ☒ No ☐ Yes

If yes, please explain and attach the directive affected.

E. ATTACHMENTS *(Use the forms provided)*

1. Staffing Plan Crosswalk.

2. Current Organizational Chart.

3. Proposed Organizational Chart *(Must include all organization levels).*

4. Current Functional Statement.

5. Proposed Functional Statement *(Must include all reporting levels).*

Assistant Administrator/Regional Administrator Approval



REORGANIZATION PROPOSAL

Name: Michael Stoker	Title: Regional Administrator
Signature:	Date:
Human Resources Office/Program Management Office Reviewed	
Name: Vicki J. Lane	Title: Human Resources Officer
Signature:	Date:
Human Resources Shared Service Center Approval (Certifies Receipt of this Package)	
Name: Jerome Bonner	Title: Director, Shared Service Centers
Signature:	Date:

Contact Information:

Troy Boxton and Rachel Stanton
Office of Administration and Resources Management
Office of Human Resources
Policy, Planning and Training Division
Workforce Planning Branch
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boxton.troy@epa.gov
Stanton.rachel@epa.gov

EPA ORGANIZATION CODE CHANGE REQUEST FORM

(11/2015 Edition)

Proposed Effective Date:	
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REGION/AASHIP: REGION 9

Instructions: Please complete the Organization code change form and forward it as part of the final reorganization package (without the examples). All requested changes will be reviewed by the agency's reorganization team for conformity with system code change procedures. Failure to provide this information may delay processing of this request. There must be **one line** for each Type of Change. Deleted organizations will be inactivated and the Current Organization Name and Organization Code needs to be provided. New organizations start at Type of Change with "New Organization" and fill in the rest to the right. Please provide the City and State, "Duty Location" of the new organization. When Renaming organizations, if it changes in the organizational level then that organization can not be changed. It needs to be listed as a Delete and a New Organization created with the new name. Renamings stay at the same level in the organization heirarchy.

[illegible]

STAFFING PLAN CROSSWALK FORM

ORGANIZATION NAME: Region 9, Environmental Management Division (EMD), Grants and Contracts Branch (GCB)

PROPOSED: CONTRACTS MANAGEMENT OFFICE - Y0AH0000 (NEW ORG TITLE AND ORG CODE)							
(A) Current Org Code	(B) Current Acronym	(C) Name	(D) Current Position Title/Series/Grade	(E) Proposed Position Title/Series/Grade (If Changed)	(F) Empl ID	(G) Realign (L)/Reassign (R)/No Change (NC)	(H) Notes
		VACANT	SUPERVISORY CONTRACT SPECIALIST, GS-1102-14 (eliminate)	SUPERVISORY CONTRACT SPECIALIST, GS- 1102-14/15			New Position to be Recruited. Use new PD.
		VACANT		LEAD CONTRACT SPECIALIST, GS- 1102-14			New Lead Position to be Recruited. Use new PD.
Y0ADB000	GCB	(b)(6)	PROCUREMENT ANALYST, GS-1102-13		18064	L	
Y0ADB000	GCB		CONTRACT SPECIALIST, GS-1102-13		30480	L	
Y0ADB000	GCB		CONTRACT SPECIALIST, GS-1102-12		33809	L	
Y0ADB000	GCB		CONTRACT SPECIALIST, GS-1102-12		17952	L	
Y0ADB000	GCB		CONTRACT SPECIALIST, GS-1102-12		33858	L	
Y0ADB000	GCB		CONTRACT SPECIALIST, GS-1102-13		28937	L	
Y0ADB000	GCB		CONTRACT SPECIALIST, GS-1102-13		2335288	L	
Y0ADB000	GCB		CONTRACT SPECIALIST, GS-1102-13		2332398	L	
Y0ADB000	GCB		CONTRACT SPECIALIST, GS-1102-13		2332399	L	
Y0ADB000	GCB		CONTRACT SPECIALIST, GS-1102-13		2335252	L	
		VACANT	CONTRACT SPECIALIST, GS-1102-13				To be recruited (vice Wong). Use established PD.

STAFFING PLAN CROSSWALK FORM

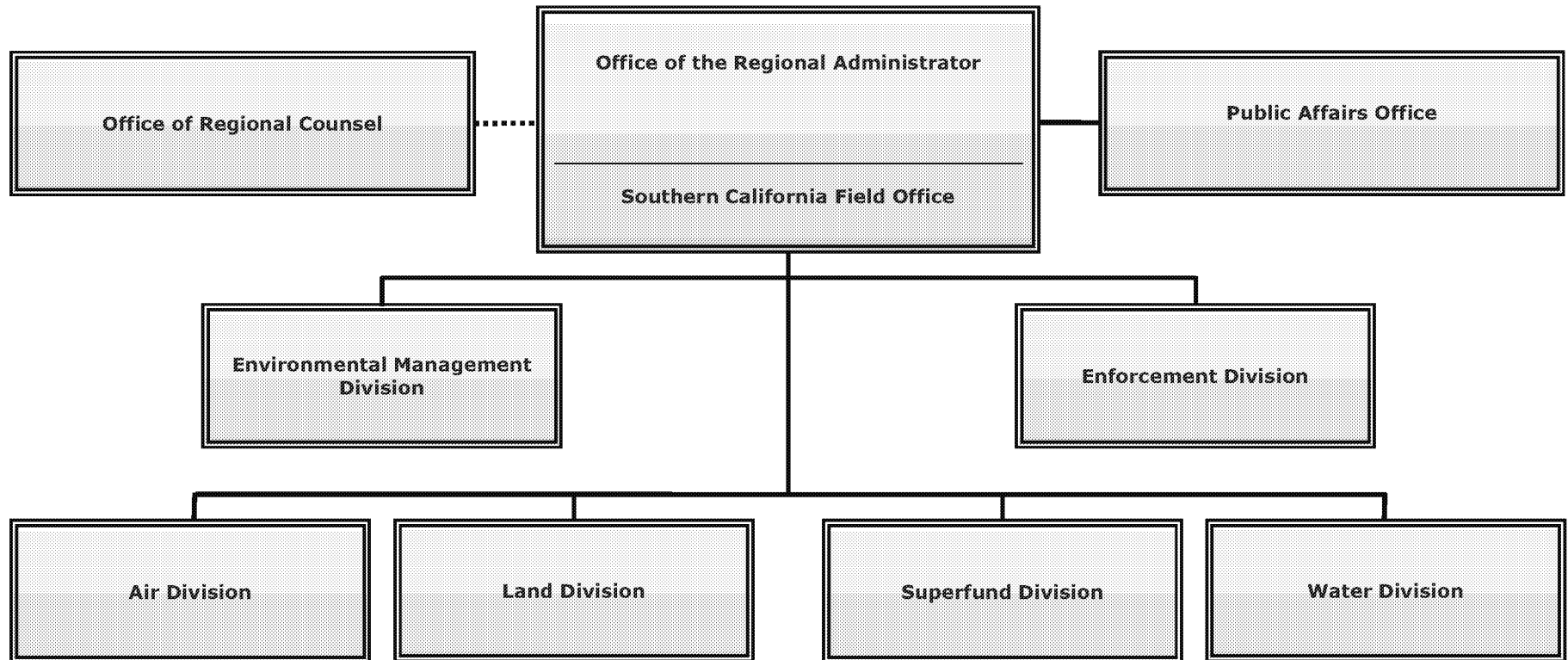
ORGANIZATION NAME: Region 9, Environmental Management Division (EMD), Grants and Contracts Branch (GCB)

PROPOSED: GRANTS MANAGEMENT OFFICE - Y0AJ0000 (NEW ORG TITLE AND ORG CODE)							
(A) Current Org Code	(B) Current Acronym	(C) Employee Name	(D) Current Position Title/Series/Grade	(E) Proposed Position Title/Series/Grade (If Changed)	(F) Empl ID	(G) Realign (L)/Reassign (R)/No Change (NC)	(H) Notes
Y0ADA000	GCB	(b)(6)	GRANTS & CONTRACTS MANAGER, GS-1101-15 (eliminate)	SUPERVISORY GRANTS SPECIALIST, GS- 1109-15	8666	R	Reassign to new position and new PD.
Y0ADA000	GCB		GRANTS PROGRAM ANALYST, GS-1101-13		1833	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-13		17576	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-12		7292	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-13		31471	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-12		18374	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-12		20760	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-12		17780	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-07		0017496	L	Detailed in.
Y0ADA000	GCB		LEAD GRANTS MANAGEMENT SPECIALIST, GS-1109-13		18342	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-12		17637	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-11		30651	L	
Y0ADA000	GCB		LEAD GRANTS MANAGEMENT SPECIALIST, GS-1109-13		20028	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-12		17666	L	
Y0ADA000	GCB		GRANTS MANAGEMENT SPECIALIST, GS-1109-12		16901	L	

CURRENT

Environmental Protection Agency – Region 9

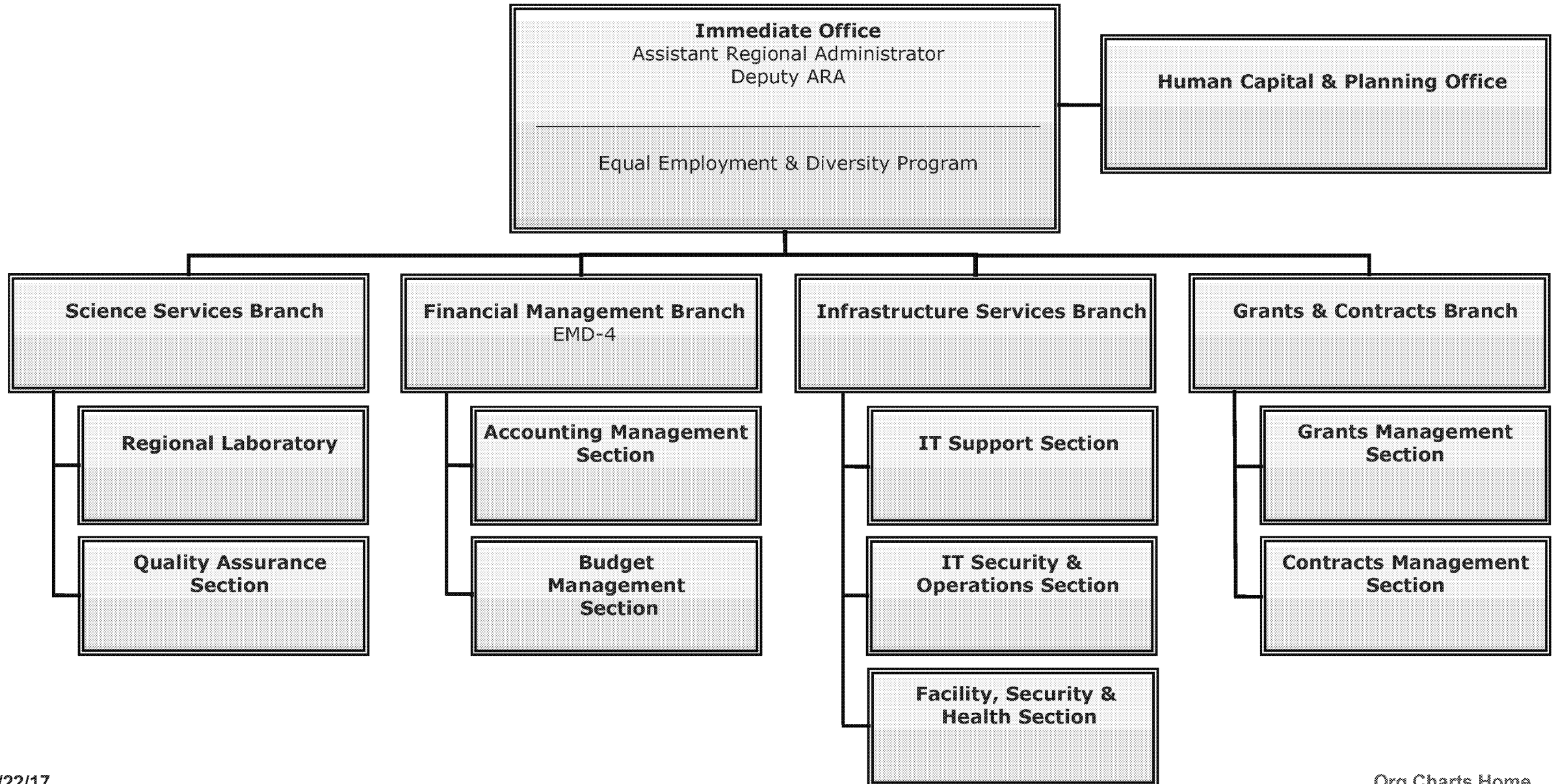
Region 9



3/9/2018

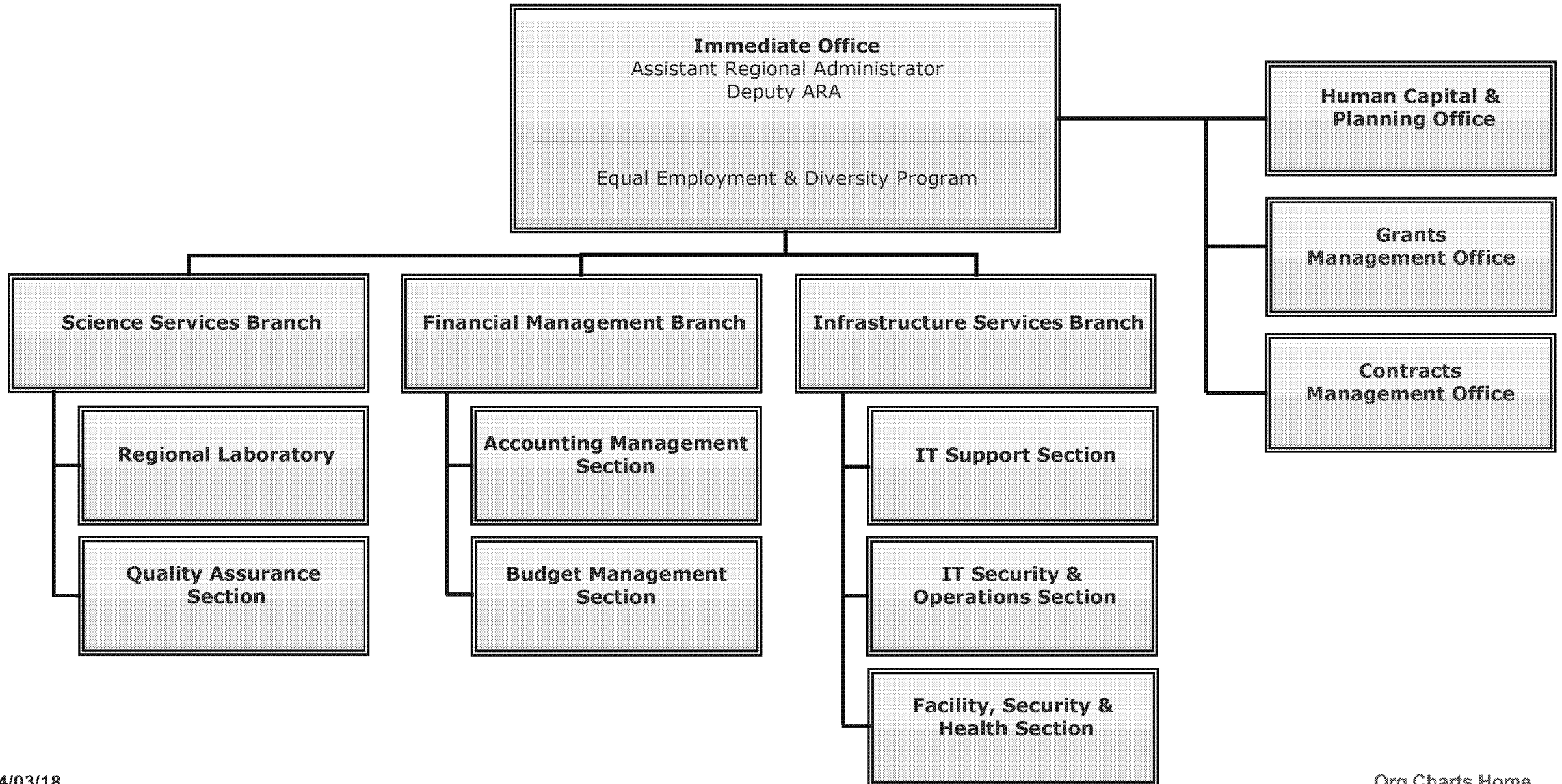
[Org Charts Home](#)

Environmental Protection Agency – Region 9 Environmental Management Division



Environmental Protection Agency – Region 9

Proposed Environmental Management Division





CURRENT/2015

CURRENT FUNCTIONAL STATEMENT

DIVISION: Environmental Management Division (EMD)

OFFICE:

HEADQUARTERS OR REGIONAL OFFICE: Region 9

ORGANIZATION HEAD: Manager, Grants & Contracts Branch

REPORTS TO: Assistant Regional Administrator for EMD

FUNCTIONS:

The **Grants & Contracts Branch** performs the following functions:

- oversees the work of the following functions: grants, contracts, and small business program utilization;
- ensures the branch adheres to all federal and EPA guidelines and standards for grants and acquisition management systems, operations, management reporting, performance accountability and resolutions of non-compliance determinations;
- sets and implements strategic planning goals;
- acts as the principal advisor to senior staff and influences national policy on all resources program and policy matters; and
- promotes the Agency's Small Disadvantaged Business Program in order to achieve regional and agency program goals.

ORGANIZATION HEAD: Supervisor, Grants Management Section

REPORTS TO: Manager, Grants & Contracts Branch

FUNCTIONS:

The **Grants Management Section** performs the following functions:

- provides leadership within the regional office for the administrative management of grants for all phases including pre-award, award, ongoing administration, closeout, and audit;

- oversees outreach on our grant impacts through information on grants awarded in Region 9;
- analyzes, interprets, and helps develop regulations, regional and national policies, guidance, and EPA Orders;
- develops and provides training in grants management and provides technical assistance to varied customers including recipients, project officers and grant specialists;
- implements and manages the national grants systems, including awarding grants, post-award monitoring and close-outs;
- provides technical assistance, grant reports, and input to HQ on database improvements;
- ensures that EPA's fiduciary responsibilities are carried out for grants;
- conduct pre-award review of assistance applications as well as post-award monitoring of grants and grant recipients, which may include the review of recipient's administrative, financial, procurement, and property management systems; and
- works with the Accounting Management Section, Budget Management Section, Office of Regional Counsel, Office of Grants and Debarment, and program staff and managers to resolve administrative and fiscal audit findings from external and internal audits.

ORGANIZATION HEAD: Supervisor, Contracts Management Section

REPORTS TO: Manager, Grants & Contracts Branch

FUNCTIONS:

The **Contracts Management Section** performs the following functions:

- solicits, awards, and administers EPA contracts primarily in support of programs as well as regional operations;
- works closely with Headquarters and program offices to meet the needs of the programs and maintain integrity and consistency in the acquisition process, including determining type of contract, soliciting, negotiating, selecting, awarding, administering, and closing out each contract;
- provides and assures the integrity and fiduciary accountability of all simplified acquisitions and contracts in the region;
- provides advice and guidance in the decision making associated with extramural funds, including whether an assistance vehicle, an interagency agreement (IA), or a contract is appropriate;

CURRENT/2015

- responsible for ensuring that program personnel adhere to applicable acquisition and assistance rules and regulations in their management of assigned contracts; and
- provides advice and guidance in the decision-making associated with regional contracting.



PROPOSED FUNCTIONAL STATEMENT

DIVISION: Environmental Management Division (EMD)

OFFICE: Contracts Management Office

REGIONAL OFFICE: Region 9

ORGANIZATION HEAD: Supervisor, Contracts Management Office

REPORTS TO: Assistant Regional Administrator for EMD

FUNCTIONS:

The **Contracts Management Office** performs the following functions:

- solicits, awards, and administers EPA contracts primarily in support of programs as well as regional operations, in accordance to all federal and EPA guidelines and standards for acquisition management systems, operations, management reporting, performance accountability and resolutions of non-compliance determinations;
- works closely with Headquarters and program offices to meet the needs of the programs and maintain integrity and consistency in the acquisition process, including determining type of contract, soliciting, negotiating, selecting, awarding, administering, and closing out each contract;
- provides and assures the integrity and fiduciary accountability of all simplified acquisitions and contracts in the region;
- provides advice and guidance in the decision making associated with extramural funds, including whether an assistance vehicle, an interagency agreement (IA), or a contract is appropriate;
- ensures that program personnel adhere to applicable acquisition and assistance rules and regulations in their management of assigned contracts;
- provides advice and guidance in the decision-making associated with regional contracting; and
- promotes the Agency's Small Disadvantaged Business Program in order to achieve regional and agency program goals.



PROPOSED FUNCTIONAL STATEMENT

DIVISION: Environmental Management Division (EMD)

OFFICE: Grants Management Office

REGIONAL OFFICE: Region 9

ORGANIZATION HEAD: Supervisor, Grants Management Office

REPORTS TO: Assistant Regional Administrator for EMD

FUNCTIONS:

The **Grants Management Office** performs the following functions:

- provides leadership within the regional office for the administrative management of grants for all phases including pre-award, award, ongoing administration, closeout, and audit, in accordance to all federal and EPA guidelines and standards for grants management systems, operations, management reporting, performance accountability and resolutions of non-compliance determinations;
- oversees outreach on our grant impacts through information on grants awarded in Region 9;
- analyzes, interprets, and helps develop regulations, regional and national policies, guidance, and EPA Orders;
- develops and provides training in grants management and provides technical assistance to varied customers including recipients, project officers and grant specialists;
- implements and manages the national grants systems, including awarding grants, post-award monitoring and close-outs;
- provides technical assistance, grant reports, and input to HQ on database improvements;
- ensures that EPA's fiduciary responsibilities are carried out for grants;
- conduct pre-award review of assistance applications as well as post-award monitoring of grants and grant recipients, which may include the review of recipient's administrative, financial, procurement, and property management systems;

PROPOSED

- works with the Accounting Management Section, Budget Management Section, Office of Regional Counsel, Office of Grants and Debarment, and program staff and managers to resolve administrative and fiscal audit findings from external and internal audits; and
- promotes the Agency's Small Disadvantaged Business Program in order to achieve regional and agency program goals.

REGION 9 FY18 VERA/VSIP TALKING POINTS
PRE-OPM/OMB APPROVAL CONVERSATION WITH INDIVIDUAL EMPLOYEES
July 23, 2018

- Region 9 is waiting for final approval from OPM and OMB to offer VERA/VSIP.
- If our plan is approved, employees eligible to apply for the VERA/VSIP will need to separate no later than September 1, 2018.
- Like the FY17 VERA/VSIP, this year's VERA/VSIP will result in a modest reduction of our workforce. The total number of VERA/VSIP being offered is 18.
- The FY18 plan includes positions that can help us achieve one or more of the following workforce restructuring objectives:
 - increasing staff to supervisor ratio;
 - restructuring or reducing highly graded non-supervisory positions;
 - changing the occupational series of the position;
 - keeping the same occupational series, but significantly change the duties and skills of the position; and/or
 - consolidating positions in the regional office
- **To the covered employee, you may say, “your position is included in our request to OPM. We will be able to confirm this once our plan is approved by OPM and OMB.” You will need to invite the union if the employee’s position is covered by the plan unless we tell the union before we meet with the employees. NTEU requires 3-days notice of such meetings whenever practicable.**
- For employees in the pool, the process will be similar to how the past VERA/VSIP processes were managed.
- Each employee in the pool will receive a letter outlining the VERA/VSIP application process.
- Remember that applying for a VERA/VSIP is strictly voluntary.
- In the specific notice, there will be a link to apply online. The online application indicates that you are interested in the considering the VERA/VSIP opportunity. Your application will be sent to the Cincinnati HR Shared Service Center and they will receive an e-mail confirming their application.
- The HR SSC will evaluate the eligibility of applicants and notify regional and program offices as each application is received.

- Employees who apply online to the specific notice, will receive other process details from the CI-HRSSC as they become available.
- All employees who are taking a VERA/VSIP must be separated from the agency by September 1, 2018. FERS retirement eligible candidates will want to retire no later than August 31, 2018. It is critical that separations occur NLT September 1, 2018, since the Agency has funds set aside this fiscal year.
- Retirement counseling will be provided by the CIN-HR Shared Service Centers. Jack Powelson in the Region 9 HR Office is a good resource too.
- The Agency's decision to apply for and offer VERA/VSIPs was not made lightly. Senior management with input from division management carefully considered the positions to be included in this year's plan to better align the agency's workforce given our mission and allocated resources.

Region 9 Request to Fill Critical Position

2/21/2017

Date of Request: 08/01/2017[
FORMTEXT]

Requested Action: Recruit GS-1109-13 Agency-wide

Proposed Effective Date: 10/01/17

Proposed Length (details and temp promo only): permanent

Division: EMD

Branch or Office: Grants and
Contracts

Supervisor: Craig Wills

Position Title/Series/Grade: Senior Grants Specialist GS-1109-13

Vice: Tiffanie Pang

Functional Title or functions to be performed:

Senior Grants Specialist. Prepare grant awards and conduct post award administration and closeouts. Train junior Grants Specialists and review their work for quality control purposes.

Is this position currently vacant? YES

If yes, since? (Month/Year) Oct 2016

Recruit/Proposed Hire's Name: Competitive

Hire area of consideration: EPA

Why is this position critical? Describe how this position meets the highest priority needs of the Region or ensure essential services are not interrupted.

Region 9 has 4 (out of 15) vacant Grants Specialists positions. Current grants workload is 72 grants per specialist (OGD recommends up to 60). This level of workload is not sustainable and could result in burnout and additional separations. Region 9 is currently not meeting the metric for administrative baseline reviews, although every effort will be made to meet all FY 17 metrics through divestment of most non-metric activities and temporary staffing solutions. However, this will result in diminished quality controls and decreased consistency in holding recipients accountable in the short-term. We are also recruiting a GS-9 Grants Specialists position internally to Region 9. The Grants Management Section hopes to realize a net gain of 2 Grants Specialists to a complement of 13 to stabilize the workforce when coupled with efficiencies.

What is the impact of not filling this position? Describe staffing alternatives to the proposed non-competitive assignment, e.g. redistribution of work within the Division, suspending or reducing the level of effort, etc.

Current workload is not sustainable. Not filling this position would diminish our long-term ability to award grants necessary to meet EPA's mission and to hold recipients accountable.

Is there any other information that should be considered regarding this position?

We were asked to hold this position until the VERA/VSIP announcement for the agency closed, but we need to move as quickly as possible if it is not in conflict with that program.

Information below this line to be filled in by HR and ORA.

Submitted to HR:

Submitted to ORA:

Under FTE Ceiling?

Decision by Acting RA?

VERA/VSIP Business Case Checklist: Region 9

Introduction

Business Case

For specific organizations and designated positions located in San Francisco, CA, Region 9 will use the VERA/VSIP authorities to delayer supervisory positions, reduce highly-graded non-supervisory positions, and streamline administrative support, STEM and other administrative and program operations by consolidating, reducing and restructuring positions to make near term workforce reductions in the following areas.

Categories and Specific Positions

Delayering (increasing supervisor-to-staff ratio): Pending the completion of a regional review of all supervisory positions, we will make near term workforce reductions in the following organizations.

- **Office of the Regional Administrator:** Reduce and reshape the internal organizational structure of the Public Affairs Office by one Supervisory Public Affairs Specialist, GS-1035-14 position and reassign staff to rebalance and improve the organization's supervisor-to-staff ratio.
- **Environmental Management Division:** Reduce and restructure the organizational structure of the Infrastructure Branch by one Supervisory Information Technology Specialist, GS-2210-14 position and reassigning staff to rebalance and improve the organization's supervisor-to-staff ratio.

Consolidate or reduce administrative or support functions: As part of our continuing efforts to improve administrative support functions through consolidation, we will reduce and reshape positions in the following organizations.

- **Office of the Regional Administrator:** Reduce and reshape the administrative support positions within the Immediate Office by one Administrative Specialist, GS-301-11 position.
- **Air Division:** Reduce and reshape the administrative support team by one Secretary, GS-318-8 position.
- **Water Division:** Reduce and reshape the administrative support team by three Environmental Protection Assistant, GS-029 positions including one GS-7 and two GS-8 positions.

Restructure or reduce highly-graded supervisory and non-supervisory positions: As part of our continuing efforts to reduce and reshape highly-graded non-supervisory workforce, we will reduce and reshape positions in the following organizations.

- **Enforcement Division.** Reduce and reshape two non-supervisory Environmental Protection Specialist, GS-028 positions including one GS-14 and one GS-15 graded positions. These

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

positions will be restructured to lower-graded positions aligned to the agency's program priorities.

- **Superfund Division.** Reduce and reshape one non-supervisory Environmental Scientist (On-Scene Coordinator), GS-1301-14 position in the Emergency Response Section to be backfilled with promotion potential limited to the GS-13 level.

Restructure to focus on STEM/programmatic priorities. As part of our efforts to reduce and reshape STEM and program specialist positions to align with new environmental program priorities, we will reduce and reshape select positions in the following organizations.

- **Enforcement Division.** Reduce and reshape positions to establish a more efficient and effective Federal enforcement and compliance program aligned with the Agency's strategic direction across all program job series including:
 - Environmental Protection Specialist, GS-028 positions including one GS-12 and four GS-13 graded positions reduced and restructured to lower-graded positions. Some positions will be restructured to provide the opportunity to shift STEM reassignments.
 - STEM positions including two Environmental Engineer, GS-819-13 positions and two Environmental Scientist, GS-1301-13 positions will be reduced and restructured to lower-graded positions.
- **Superfund Division.** Reduce and reshape positions to establish a more efficient and effective emergency and remedial response programs to meet new program directions including:
 - Restructuring one On-Scene Coordinator position from any of the interdisciplinary occupations including Life Scientist, GS-401, Environmental/Physical Scientists, GS-1301, or Environmental Engineer, GS-819 at the GS-13 level. Attrition gained will be used to backfill the position at the Signal Hill Emergency Response Center.
 - Restructuring one Remedial Project Manager from any of the interdisciplinary occupations including Life Scientist, GS-401, Environmental/Physical Scientists, GS-1301, or Environmental Engineer, GS-819 at the GS-13 level. Attrition gained will be used to backfill the position at the Signal Hill Emergency Response Center.

Consolidate and streamline functions/activities/reduce number of programs.

- **Office of Regional Counsel:** Reduce and reshape two non-supervisory Attorney-Advisor, GS-905 positions including one GS-14 and one GS-15 graded positions to consolidate and streamline functions to align with new program priorities.

Post-VERA/VSIP Operations

The VERA/VSIP plan includes reorganization plans to restructure the Public Affairs Office located within the Immediate Office of the Regional Administrator and the Infrastructure Branch within the Environmental Management Division. Using VERA/VSIP, we have identified two supervisory positions and 21 non-supervisory positions across the region, approximately a 3% reduction of the overall

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regional workforce, to address areas near-term reorganization and restructuring priorities. The VERA/VSIP plan identifies the minimum number of positions needed to complete near term workforce reductions without impacting program commitments.

Following the conclusion of the VERA and VSIP separations, a reorganization proposal to restructure the Public Affairs Office and the Infrastructure Branch of the Environmental Management Division reorganization plan will be finalized for implementation. Additionally, the region will assess the workforce separations and implement streamlining plans to consolidate administrative support services, reduce work in non-priority areas, and reassign on-board STEM and other personnel to new program priority areas.

Use of VERA and VSIP

The two programs will be used to encourage voluntary separation from positions that are impacted by reductions in supervisory positions, reduction and restructuring of administrative support positions, and restructuring of other positions including STEM and non-STEM administrative and program positions which need to be reduced and restructured for the region to become more efficient and support re-direction of resources to new program priorities.

Information Required for VERA and VSIP Requests

- Identification of specific positions and functions to be reduced or eliminated (identified by organizational unit, geographic location, occupational category, grade level and any other factors related to the position). *
- A one paragraph description of how the program/region will operate without the eliminated/restructured positions.
- A one paragraph explanation of how VSIP will be used in conjunction with VERA.

VSIP-Specific Information

- A description of the categories of employees who will be offered VSIP (identified by organizational unit, geographic location, occupational category, grade level and any other factors such as skills and knowledge, or retirement eligibility). *
- The number and maximum amounts of voluntary separation incentive payments to be offered (i.e., approved). *
- A proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the incentive payments.

VERA-Specific Information

- Provide the total number of non-temporary employees in the agency or component of the agency undergoing change. *
- Provide the total number of non-temporary employees in the program/region who may be involuntarily separated, downgraded, transferred, or reassigned as a result of the situation.
- Verify the total number of employees in the agency/organization who are eligible for early retirement. Exclude all employees who are eligible for optional retirement. *
- Include this statement: "The estimate of the total number of employees in the agency/organization who are expected to take early retirement is _____."
- Provide a description of the types of personnel actions anticipated as a result of the program/region's need for VERA (e.g., details, reassignments, etc.). This information need not be comprehensive. It should, however, be detailed enough to show how VERA will assist you in

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

accomplishing your restructuring, reshaping, and/or downsizing plans—and the personnel actions you expect to take in concert with VERA to accomplish your goals.

* Data must also be captured in the Targeted Positions Template Excel spreadsheet sent to programs/regions

Budget Information

Basic assumptions for calculations (e.g., hourly rate based on average grade and step) should be captured in footnotes or otherwise explained in the business case.

Table A – Direct Costs for VERA/VSIP	
# of Targeted Positions for VSIP x \$25,000	\$ Amount
Annual Leave Pay Out for # of Targeted Positions for VERA, Optional Retirement or Resignation {Hourly rate based on the average grade and step of the targeted pool x 240 x # of Targeted Positions}	\$ Amount
Total Maximum Direct Costs	\$ Sum

Table B – Estimated Savings for FY 2018 through FY 2019		
	FY 2018 Estimate	FY 2019 Estimate
A. Pre-VERA/VSIP Annual Payroll Cost		
B. VERA/ VSIP Payout Cost		
C. Leave Payout Cost		
D. Post VERA/VSIP Annual Payroll Cost		
E. Payroll for # New Hires		
F. Payroll Savings for # VERA/VSIP Targeted Positions (F = A – B – C – D - E)		
G. Pre-VERA/VSIP Annual WCF Cost		
H. Post VERA/VSIP Annual WCF Cost		
I. WCF for # New Hires		
J. WCF Savings for # VERA/VSIP Targeted Positions (J = G – H – I)		
Projected Savings with VERA/VSIP (F + J)		

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Region 9 VERA/VSIP Themes

Region 9 will use the VERA/VSIP authorities to make near term workforce reductions within the following areas.

- Reduce and reshape administrative support positions in designated divisions to create smaller administrative teams focused on essential services.
- Reduce and reshape attorney adviser positions at the GS-14/15 grade levels in the Office of Regional Counsel to accomplish new program directions including the FOIA function.
- Reduce and reshape highly graded GS-14/15 non-supervisory positions in designated divisions and redistribute essential work to lower graded positions.
- Reduce and reshape administrative program specialists in designated divisions, geographic locations, and occupational series at the GS-12/13 grade levels to realign work to meet future program directions.
- Reduce and reshape environmental program positions in designated divisions, geographic locations, and occupational series at the GS-12/13 grade levels to support future program directions.
- Reduce and reshape supervisory positions in designated divisions, geographic locations, and occupational series at the GS-14/15 grade levels to develop a new management structures.
- Reduce and reshape supervisory environmental protection specialist positions to become supervisory engineer/scientists at the GS-14 grade level.

Specific Office/Division Plans

- The Office of the Regional Administrator proposes to reduce the number of administrative support positions with the office to one position. The Public Affairs Office proposes to reduce the number of supervisory positions from three to two. The Public Affairs office proposes to reduced and reshaped the two FOIA position and the web team IT positions.
- The Environmental Management Division proposes to improve the management team structure by eliminating the contracts and grants manager position. This second-level supervisory position has been determined unnecessary since the supervisory contracts specialist and supervisory grants specialist positions independently perform delegated signature authorities. The supervisory IT positions will be reduced to one due to changes in our information technology program services. Program changes in the Science Services Branch may result in up to two supervisory positions being eliminated. One environmental scientist positions will be abolished and redirected to essential program activities.

- The Enforcement Division proposes to achieve near-term workforce reductions to establish a more efficient enforcement and compliance program aligned with the Agency's strategic direction and support OECA efforts to faced shortfalls in extramural and other non-pay accounts over the past several years, relying on reallocation from other Agency components to be able to maintain core systems and mission support activities. A reduction in personnel, in addition to meeting short-term workforce reduction needs, may help to offset pressure on limited extramural and other non-pay resources in the longer term. We propose to accept VERA/VSIP applications from eligible employees across all job series, eliminating or restructuring positions vacated by departing employees to meet future agency and organizational needs. Some of our positions serve as coordinator positions, providing centralized support across the Division. These positions would be eliminated and the staff redirected to other priority functions. In addition, based on the number of employees that opt for the VERA/VSIP, we may invest in additional cross-training, or may need to redirect remaining staff to priority work.
- The Air Division proposes to reduce and reshape up to two environmental protection specialist positions at the GS-13 level and reduce the administrative support team by one position.
- The Superfund Division proposed to reduce and backfill a GS-14 OSC and an RPM position at a lower grade level to reflect shifting national program emphasis.
- The Land Division proposes to reduce and reshape four to six positions at the GS-12/13 grade levels in the environment scientist and environmental protection specialist occupations. The division may reduce and reshape one supervisory position.
- The Water Division proposes to reduce and restructure the environmental protection assistant, GS-029-7/8 positions to create a smaller administrative support team. The division may reduce and reshape up to two GS-13 environmental program positions and one supervisory positions.